



# Maricopa County Workforce Investment Board Five Year Plan

*Maricopa County Human Services Department  
Workforce Development Division*

**July 1, 2014 – June 30, 2017**

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*Description of the characteristics of the local area; sector strategies area will focus on (include statewide sectors that exist in the local area plus local area specific sectors); educational information related to drop out rates and literacy information; vision and mission of the Local Workforce Area established by the Local Workforce Investment Board; strategic plan critical issues, goals and strategies created by the Local Workforce Board. Describe the involvement of the Chief Local Elected Official, the Local Workforce Investment Board and stakeholders in the development of the plan. Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments.*

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*Local workforce system teams may choose to include additional information to provide more specific details as the Local Workforce Board deems appropriate. Graphics are encouraged to illustrate information or to provide fact-based data. Local Workforce Areas should ensure the local plan compliments and supports the State Integrated Workforce Plan and all applicable policies.*

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*WIA section 118 requires that each Local Board, in partnership with the appropriate chief elected officials, develops and submits a comprehensive five-year plan to the Governor which identifies and describes certain policies, procedures and local activities that are carried out in local area, and that is consistent with the state plan.*

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*The Local Workforce Board is appointed by the chief elected official(s) in the local area in accordance with State criteria established under WIA section 117(b), and is certified by the Governor every two years, in accordance with WIA section 117(c)(2). Local Boards must designate an operator that will ensure seamless service delivery within each One-Stop Center. The operator must ensure seamless service delivery in all comprehensive and affiliate One-Stop Centers to include details of the day-to-day functional supervision that may take the form of a site manager or other means as determined effective.*

- Leadership Structure
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*The LWIA Business Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them.*

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*The plan must discuss how the LWIA will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).*

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*Each local area, and direct recipient of funds under title I of WIA, except for Job Corps, must establish and maintain a procedure for grievances and complaints. In addition, Local Workforce Areas must provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers*

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*At a minimum: include statewide sectors that exist in the local area plus local area specific sectors); educational information related to drop out rates and literacy information; vision and mission of the Local Workforce Area established by the Local Workforce Investment Board (LWIB); strategic plan critical issues, goals and strategies created by the Local Workforce Board. Describe the involvement of the Chief Local Elected Official, the Local Workforce Investment Board and stakeholders in the development of the plan. Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments.*

#### Population and Income

Maricopa County is located close to the center of Arizona. Maricopa County has 9,200.14 square miles of land area and 24.25 square miles of water area. As of 2010, the total Maricopa County population is 3,817,117, which has grown 24.25% since 2000. The population growth rate is about the same as the state average rate of 24.59% and is much

higher than the national average rate of 9.71%.

Maricopa County median household income is \$55,054 in 2006-2010 and has grown by 21.38% since 2000. The

income growth rate is higher than the state average rate of 15.36% and is higher than the national average rate of 19.17%.

Maricopa County median house value is \$238,600 in



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2006-2010 and has grown by 84.67% since 2000. The house value growth rate is much higher than the state average rate of 39.16% and is much higher than the national average rate of 50.42%.

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### Economic Characteristics

The June 2013 Socioeconomic Projection report composed by Maricopa Associations of Government anticipates continued employment growth within the cities and towns of Maricopa County.

Municipal Planning Area	Total Employment			
	2010	2020	2030	2040
<b>Apache Junction</b>	0	100	100	100
<b>Avondale</b>	14,100	27,200	40,700	50,000
<b>Buckeye</b>	12,800	29,200	56,300	97,800
<b>Carefree</b>	1,400	1,900	2,200	2,400
<b>Cave Creek</b>	1,800	2,800	3,400	4,200
<b>Chandler</b>	112,900	152,600	171,400	194,500
<b>County Areas</b>	24,500	30,300	33,700	39,200
<b>El Mirage</b>	4,300	5,900	8,900	15,000
<b>Fort McDowell</b>	1,500	1,900	2,200	2,200
<b>Fountain Hills</b>	5,500	7,500	8,300	9,400
<b>Gila Bend</b>	800	1,500	3,300	6,300
<b>Gila River</b>	5,600	10,800	11,900	15,700
<b>Gilbert</b>	74,600	108,100	126,700	143,700
<b>Glendale</b>	78,600	116,400	143,400	169,100
<b>Goodyear</b>	24,200	46,500	70,400	93,200
<b>Guadalupe</b>	1,000	1,100	1,300	1,500
<b>Litchfield Park</b>	2,000	3,200	4,800	5,400
<b>Mesa</b>	160,800	215,400	256,000	291,600
<b>Paradise Valley</b>	4,300	6,300	6,200	6,200
<b>Peoria</b>	40,900	62,600	75,700	94,700
<b>Phoenix</b>	747,700	958,000	1,071,200	1,182,800
<b>Queen Creek</b>	5,900	12,700	19,900	27,800
<b>Salt River</b>	11,300	20,500	28,500	40,000
<b>Scottsdale</b>	165,800	212,800	224,500	233,100
<b>Surprise</b>	19,500	35,200	64,600	92,200
<b>Tempe</b>	169,100	221,400	236,400	244,900
<b>Tolleson</b>	10,600	14,000	15,700	21,400
<b>Wickenburg</b>	3,500	5,300	7,300	10,300

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<b>Youngtown</b>	1,300	1,700	1,900	1,900
<b>County Total</b>	<b>1,706,300</b>	<b>2,312,900</b>	<b>2,696,900</b>	<b>3,096,600</b>

The same 2013 Socioeconomic Projection reports that the population of Maricopa County will increase from 3,823,900 people to 6,175,000 people over the next 30 years. That would be an increase of 61% of the population during that 30 year span.

Municipal Planning Area	Total Resident Population			
	2010	2020	2030	2040
<b>Apache Junction</b>	300	300	300	300
<b>Avondale</b>	77,900	96,600	121,500	155,300
<b>Buckeye</b>	62,800	103,600	183,800	313,500
<b>Carefree</b>	3,400	3,800	4,200	4,400
<b>Cave Creek</b>	4,900	5,800	7,400	8,900
<b>Chandler</b>	244,600	283,100	307,500	316,500
<b>County Areas</b>	94,600	104,100	119,900	145,200
<b>El Mirage</b>	31,900	34,600	41,000	48,400
<b>Fort McDowell</b>	1,000	1,000	1,100	1,100
<b>Fountain Hills</b>	22,400	25,900	31,000	31,200
<b>Gila Bend</b>	2,500	2,800	6,200	17,000
<b>Gila River</b>	3,000	3,100	3,300	3,400
<b>Gilbert</b>	212,400	259,100	293,100	322,300
<b>Glendale</b>	252,800	291,500	343,500	357,500
<b>Goodyear</b>	68,000	115,300	167,600	241,400
<b>Guadalupe</b>	5,500	6,000	6,500	6,800
<b>Litchfield Park</b>	10,500	12,000	13,800	13,800
<b>Mesa</b>	482,500	543,400	620,300	656,900
<b>Paradise Valley</b>	12,800	13,000	14,100	14,500
<b>Peoria</b>	162,500	214,400	276,200	342,600
<b>Phoenix</b>	1,501,300	1,711,600	1,953,800	2,198,000
<b>Queen Creek</b>	32,200	50,100	67,800	73,400
<b>Salt River</b>	6,300	6,400	7,000	7,600
<b>Scottsdale</b>	217,400	252,300	283,000	296,300
<b>Surprise</b>	127,600	159,200	241,900	336,900
<b>Tempe</b>	162,100	183,900	211,700	217,600

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<b>Tolleson</b>	6,600	7,000	8,200	8,900
<b>Wickenburg</b>	8,000	10,700	16,200	27,700
<b>Youngtown</b>	6,100	6,600	7,400	7,600
<b>County Total</b>	<b>3,823,900</b>	<b>4,507,200</b>	<b>5,359,300</b>	<b>6,175,000</b>

The next chart represents the estimated growth over the next 30 years in the number of total housing in Maricopa County from 1,640,700 in year 2010 to 2,421,700 by the year 2040, resulting in a 67% increase in housing.

Municipal Planning Area	Total Housing			
	2010	2020	2030	2040
<b>Apache Junction</b>	300	300	300	300
<b>Avondale</b>	27,600	31,400	40,000	50,500
<b>Buckeye</b>	22,500	35,800	65,300	116,200
<b>Carefree</b>	2,200	2,600	2,900	3,000
<b>Cave Creek</b>	2,600	3,000	3,900	4,500
<b>Chandler</b>	98,600	108,200	118,900	123,100
<b>County Areas</b>	64,400	69,400	75,500	82,800
<b>El Mirage</b>	11,300	11,800	13,600	16,000
<b>Fort McDowell</b>	300	300	400	400
<b>Fountain Hills</b>	13,200	14,600	15,900	15,900
<b>Gila Bend</b>	1,100	1,200	2,900	7,800
<b>Gila River</b>	800	800	900	900
<b>Gilbert</b>	76,400	90,100	103,800	111,900
<b>Glendale</b>	98,700	106,000	122,600	126,500
<b>Goodyear</b>	26,000	41,700	64,700	92,900
<b>Guadalupe</b>	1,400	1,500	1,700	1,800
<b>Litchfield Park</b>	4,600	4,900	5,700	5,700
<b>Mesa</b>	227,000	241,300	266,600	275,800
<b>Paradise Valley</b>	5,600	5,800	6,100	6,100
<b>Peoria</b>	68,000	84,400	110,700	135,500
<b>Phoenix</b>	611,500	653,300	735,100	818,200
<b>Queen Creek</b>	10,500	15,800	21,700	23,800



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<b>Scottsdale</b>	124,000	133,300	147,100	150,200
<b>Surprise</b>	56,900	68,000	99,300	138,000
<b>Tempe</b>	73,200	77,300	90,000	91,400
<b>Tolleson</b>	2,200	2,300	2,700	2,800
<b>Wickenburg</b>	4,400	5,500	8,400	13,600
<b>Youngtown</b>	2,800	2,900	3,100	3,100
<b>County Total</b>	<b>1,640,700</b>	<b>1,816,200</b>	<b>2,132,600</b>	<b>2,421,700</b>

All of the reports support the trend that continued growth within Maricopa County will continue in the key domains of populations, employment and housing over the next 30 years. Maricopa County Income, Labor Force and Careers.

As of 2010, the per capita income of Maricopa County is \$25,350, which is higher than the state average of \$23,618 and is about the same as the national average of \$26,059. Maricopa County median household income is \$55,054, which has grown by 21.38% since 2000. The median household income growth rate is higher than the state average rate of 15.36% and is higher than the national average rate of 19.17%. On average Maricopa County residents spend 24.2 minutes per day commuting to work, which is about the same as the state average of 23.3 minutes and is about the same as the national average of 23.7 minutes.

<b>Population</b>	<b>Maricopa County</b>	<b>Arizona</b>	<b>U.S.</b>
Population 16 Years and Over	2,928,222	4,963,740	243,832,923
Male <sup>1</sup>	1,435,785	49.33%	48.62%
Male, In Labor Force: <sup>2</sup>	1,023,455	66.32%	69.78%
Male, In Armed Forces <sup>2</sup>	4,465	0.67%	0.76%
Male, Civilian <sup>2</sup>	1,018,990	65.65%	69.03%
Male, Civilian, Employed <sup>3</sup>	898,127	87.37%	88.43%
Male, Civilian, Unemployed <sup>3</sup>	120,863	12.63%	11.57%
Male, Not in Labor Force <sup>2</sup>	412,330	33.68%	30.22%
Female <sup>1</sup>	1,492,437	50.67%	51.38%
Female, In Labor Force: <sup>2</sup>	866,911	55.92%	59.26%
Female, In Armed Forces <sup>2</sup>	1,040	0.10%	0.12%

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Female, Civilian <sup>2</sup>	865,871	55.82%	59.13%
Female, Civilian, Employed <sup>3</sup>	775,650	89.10%	89.99%
Female, Civilian, Unemployed <sup>3</sup>	90,221	10.90%	10.01%
Female, Not in Labor Force <sup>2</sup>	625,526	44.08%	40.74%

According to Arizona 2010 census survey data labor population (population table), Maricopa County has approximately 2,928,222 individuals over the age of 16 represented in the state of Arizona's labor force. The Maricopa County labor force represents 63% of the total workforce for the state of Arizona. The occupations chart on the following page describes the average over-the-year percentage change for each sector for 2012, 2013 and 2014, where 2012 is the base year and 2013 and 2014 are forecast years. Job gains are projected in all major sectors of the Arizona economy with the exception of one sector during the forecasted time period. This would suggest that Maricopa County will show continuous improvement in the rate of Nonfarm employment gains in 2013 and 2014.

Occupations	Maricopa County	Arizona	U.S.
Civilian Employed, 16 Years and Over	1,673,777	2,655,557	139,033,928
Male <sup>1</sup>	898,127	52.89%	52.06%
Management, Professional, and Related Occupations <sup>2</sup>	312,696	33.36%	32.77%
Service Occupations <sup>2</sup>	141,473	17.08%	14.98%
Sales and Office Occupations <sup>2</sup>	188,760	19.61%	17.82%
Farming, Fishing, and Forestry Occupations <sup>2</sup>	4,163	0.79%	1.17%
Construction, Extraction, Maintenance, and Repair Occupations <sup>2</sup>	75,132	9.22%	9.50%
Production, Transportation, and Material Moving Occupations <sup>2</sup>	127,096	13.83%	17.70%
Female <sup>1</sup>	775,650	47.11%	47.94%

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Management, Professional, and Related Occupations <sup>2</sup>	303,838	38.06%	39.40%
Service Occupations <sup>2</sup>	155,594	21.84%	21.33%
Sales and Office Occupations <sup>2</sup>	275,805	35.02%	32.73%
Farming, Fishing, and Forestry Occupations <sup>2</sup>	623	0.19%	0.30%
Construction, Extraction, Maintenance, and Repair Occupations <sup>2</sup>	1,548	0.26%	0.29%
Production, Transportation, and Material Moving Occupations <sup>2</sup>	36,214	4.34%	5.67%

According to the Arizona Office of Employment and Population Statistics (EPS) the overall occupational growth from 2011 through 2013 is 4.1%. This represents a net gain of 107,432 jobs statewide. Twenty-one of the 22 major occupational groups are forecast to have net job gains over the two-year period. Only Farming, Fishing, and Forestry (-1% growth) occupations are expected to have net job losses. All of the major occupational groups are forecast to have job openings from replacement, as workers retire or find work in other fields. In Arizona, as in many other places, the number of openings created from replacements is forecast to be greater than the number of openings from growth. In addition to job gains from growth, 125,396 jobs are expected to come from replacement openings in 2011-2013 in Arizona. The table below illustrates the change in employment across major occupational groups over the 2011-2013 timeframe for Arizona.

SOC Code	Major Occupation Group	2011 Estimated	2013 Projected	2 Year Change Amount	2 Year Change Percent
<b>00-0000</b>	<b>Total, All Occupations</b>	<b>2,636,337</b>	<b>2,743,769</b>	<b>107,432</b>	<b>4.1%</b>
11-0000	Management	175,844	179,598	3,754	2.1%
13-0000	Business & Financial Operations	128,695	133,720	5,025	3.9%
15-0000	Computer & Mathematical	70,520	73,020	2,500	3.6%
17-0000	Architecture & Engineering	51,133	52,523	1,390	2.7%
19-0000	Life, Physical, & Social Science	21,241	21,748	507	2.4%
21-0000	Community & Social Services	40,323	41,545	1,222	3.0%
23-0000	Legal	23,106	23,785	679	2.9%
25-0000	Education, Training, &	151,254	155,352	4,098	2.7%

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	Library				
27-0000	Arts, Design, Entertainment, Sports, & Media	40,251	41,643	1,392	3.5%
29-0000	Healthcare Practitioners & Technical	140,124	149,320	9,196	6.6%
31-0000	Healthcare Support	70,384	75,398	5,014	7.1%
33-0000	Protective Service	73,856	73,962	106	0.1%
35-0000	Food Preparation & Serving Related	222,033	239,504	17,471	7.9%
37-0000	Building & Grounds Cleaning & Maintenance	101,932	106,634	4,702	4.6%
39-0000	Personal Care & Service	89,814	93,018	3,204	3.6%
41-0000	Sales & Related	295,539	307,391	11,852	4.0%
43-0000	Office & Administrative Support	439,960	453,161	13,201	3.0%
45-0000	Farming, Fishing, & Forestry	14,938	14,794	144	1.0%
47-0000	Construction & Extraction	124,588	134,067	9,479	7.6%
49-0000	Installation, Maintenance, & Repair	103,843	107,843	3,571	3.4%
51-0000	Production	106,434	110,778	4,344	4.1%
53-0000	Transportation & Material Moving	150,525	155,394	4,869	3.2%

Five of the major occupational groups are forecasted to have growth rates above the 4.1% average for all occupations, and four of those major occupational groups are forecast to have growth rates above six percent during the forecast period. Occupational groups with the top forecast growth rates include Food Preparation and Serving Related (7.9% growth), Construction and Extraction (7.6% growth), Healthcare Support (7.1% growth), Healthcare Practitioners and Technical (6.6% growth), and Building and Grounds Cleaning and Maintenance (4.6% growth).

### High School Dropout Rate

According to Health Arizona's Community Dashboard, the high school dropout rate in Maricopa County for 2012-2013 was 3.1%. That is lower than the Arizona state average of 3.5%.

2.7% of females were high school dropouts for 2012-2013 compared to 3.5% of males.

High School dropouts by race/ethnicity:

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Race/Ethnicity	High School Dropout Rate
African American	4.0 %
Asian	1.2 %
Hispanic or Latino	4.3 %
Multiple Races	2.7 %
Native American	7.1 %
Native Hawaiian or Pacific Islander	3.6 %
White	1.8 %
Overall	3.1%

This chart shows the percentage of students from grades 7 -12 who dropped out of school in the previous academic year. The high school dropout rate is important because dropouts are more likely than people who finish high school to lack the basic skills required to function in an increasingly complicated job market and society. Adults with limited education levels are more likely to be unemployed, on government assistance, or involved in crime according to the Arizona Department of Education.

Period	High School Dropout Rate
2007 - 2008	3.0 %
2008 - 2009	2.5 %
2009 - 2010	2.5 %
2010 - 2011	2.6 %
2011 - 2012	3.2 %
2012 - 2013	3.1 %

### Literacy Information

Literacy skills demanded by 21<sup>st</sup> century work and learning environments are increasingly more complex. According to the Read On Arizona Strategic Literacy Plan, in 2011, 42% of Arizona's fourth graders fell below basic reading levels on the National Assessment of Educational Program (NAEP). Certain populations of students are disproportionately affected: 58% of Hispanic students; 65% of Native American students; 70% of students with disabilities; and 85% of students with limited English proficiency scored below basic.

Many of the almost 800,000 Arizona children under age nine face significant barriers to school readiness, including poverty (23%), difficulty speaking and understanding English (47.6%), and lack of exposure to books and other literacy resources.

According to the Arizona Department of Education, 17% of residents who are 18 years and older lack a high school credential. 48% of adult learners are between the ages of 25 and 44. 57% of adults in Maricopa County enrolled in adult education classes for reading, writing and/or math proficiency have skill levels at 8<sup>th</sup> grade or below.

### **MWC Sector Strategies**

MWC is embracing the process of sector strategies. Due to the abundance of industry in and around Maricopa County, the LWIB has identified multiple industries that have potential for high growth, high demand:

- Advanced Manufacturing
- Aerospace and Defense
- Bioscience
- Healthcare
- Information Technology
- Logistics and Transportation
- Renewable Energy

MWC will focus our efforts initially on the logistics and transportation sector and the renewable energy sector. It shall continually evaluate a combination of workforce data and business labor reports to ensure that our strategies are in-line with the employment trends occurring within Maricopa County and the state of Arizona.

Maricopa County and the Phoenix local workforce systems are partnering to maximize resources and align strategies. Phoenix is taking the lead role on healthcare and advanced manufacturing, while Maricopa County is taking the lead on logistics/transportation and renewable energy.

MWC will participate in a statewide sector strategy effort and is completing the technical assistance application offered through the Arizona Commerce Authority Sector Strategy Academy.

### **Maricopa Workforce Connection Vision & Values**

The Maricopa Workforce Investment Board's vision, values, and goals provide a balanced approach to serving jobseeker and business customers. The reengineering of our local workforce system supports the Arizona State Integrated Plan and the Workforce Arizona Council policies. The spirit of the State Integrated Plan is to reduce customer confusion, leverage resources, eliminate duplication, and provide a seamless delivery system that focuses on the needs and expectations of business and jobseeker customers.

In June of 2013, members of the MWC Workforce Investment Board participated in an all-day leadership assessment that was facilitated by the National Association of Workforce Boards. The Board's participation resulted in analysis and assessment of the challenges that face local Workforce Investment Boards. Thus four key areas of leadership performance were identified and reviewed for the purpose of providing the LWIB with information to address their leadership roles successfully. These four key areas of leadership performance are:

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- Strategic management
- Communications/engagement/advocacy
- Data analysis of organizational performance & labor market trends
- Strategic convening

MWC believes that measurement drives behavior. The LWIB has established critical success measurements in the form of performance indicators. These important statistics will help the LWIB and MWC One-Stop Operator Consortium measure the progress and success of the workforce system activities.

MWC VISION & MISSION
All Maricopa County residents will have opportunities to achieve maximum employment return on their skills, education and potential. All MWC business customers will realize enhanced competitiveness from our services.

VALUE PROPOSITION	PERFORMANCE INDICATORS
<i>Performance indicators will be measured for a program year from July 1 through June 30; cumulative information will be maintained to analyze trends over a five-year period</i>	
1. For the citizen of Maricopa County who require access to economic opportunity, MWC provides education, employment, transportation and other assistive services to promote the development of competitive businesses, self-reliant citizens and families, and enable everyone to participate in improving their quality of life.	i. Number of Jobseekers Credentialed ii. Number of Jobseekers Placed into Employment



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2. For the businesses of Maricopa County that require access to a qualified workforce, MWC facilitates partnerships and customized recruiting and training services to enable competitiveness.	<ul style="list-style-type: none"> <li>i. Number of Businesses Engaged</li> <li>ii. Number of Successful Placements Retained</li> </ul>
3. For the economic development community in Maricopa County that requires effective workforce services as a tool for business attraction and expansion, MWC provides customized business solutions to facilitate workforce training and recruitment.	<ul style="list-style-type: none"> <li>i. Number of Located/Expansion Opportunities in which MWC has been solicited or identified to participate</li> <li>ii. Number of Successful Located/Expansions from above</li> </ul>

<b>LWIB STRATEGIC ISSUES, GOALS AND STRATEGIES</b>	
1.	Build on collaborative community initiatives that have generated progress towards a broad range of workforce and economic development objectives.
2.	Provide a comprehensive understanding of the economic status of the very dynamic Maricopa County Economy – Its successes and prospects leading up to the “Great Recession”, effects of the recession specific to Maricopa County and how fundamental, universal changes going forward could affect Maricopa County’s economy and economic development strategies.
3.	Give a “living presence” to economic assessments through participation of stakeholders and decision makers in reviewing current economic conditions, sharing insights on these conditions, challenges, and opportunities, and proposing methods of meeting challenges and taking advantage of opportunities.
4.	Adhere to the spirit of the State Integrated Plan.

### **BUSINESS PLAN DEVELOPMENT**

The Maricopa County Chief Elected Officials (CEO) designated MWC to form a Maricopa County Workforce System Integration Team to establish a business aligned with the State of Arizona's Integrated Workforce Plan.

The Maricopa County Workforce System Integration Team is comprised of stakeholders and partner agencies as outlined in section D of this business plan under *Planning Development*.

The LWIB has received updates at two regularly scheduled board meetings and LWIB members provided feedback on the plan contents. Several members of the LWIB participated as stakeholders and partners on the Maricopa County Workforce System Integration Team. Upon completion a draft of the plan was reviewed and approved as part of a regularly scheduled meeting agenda for the Maricopa County Board of Supervisors.

When the initial Plan was submitted to the State of Arizona, the Business Plan Review Team requested some additions and changes be made. MWC and the Maricopa County Workforce System Integration Team completed the enhancements. The LWIB approved the revised Plan at a special meeting in April 2014. The Maricopa Board of Supervisors is scheduled to review the changes and approve the revised plan at its May meeting. On May 1, 2014, a new public notice announcing the availability of the Five Year Business Plan will be posted on the One-Stop Operator's website <http://myhsd.maricopa.gov>. The completed plan will be posted on the aforementioned website and the public will have a thirty-day comment period. The public notice along with a copy of the five-year business plan will be sent via email to stakeholders and partners. Stakeholders and partners will also have a thirty-day comment period.

No comments were received during the initial public comment period. Comments received during the final comment period will be reviewed by the Maricopa County Workforce System Integration Team. The team will determine if each comment warrants a change. All comments will be recorded along with the decision on how to address each.

### C: Business Plan Narrative

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*Local workforce system teams may choose to include additional information to provide more specific detail as the Local Workforce Board deems appropriate. Graphics are encouraged to illustrate information or to provide fact-based data. Local Workforce Areas should ensure the local plan compliments and supports the State Integrated Workforce Plan and all applicable policies.*

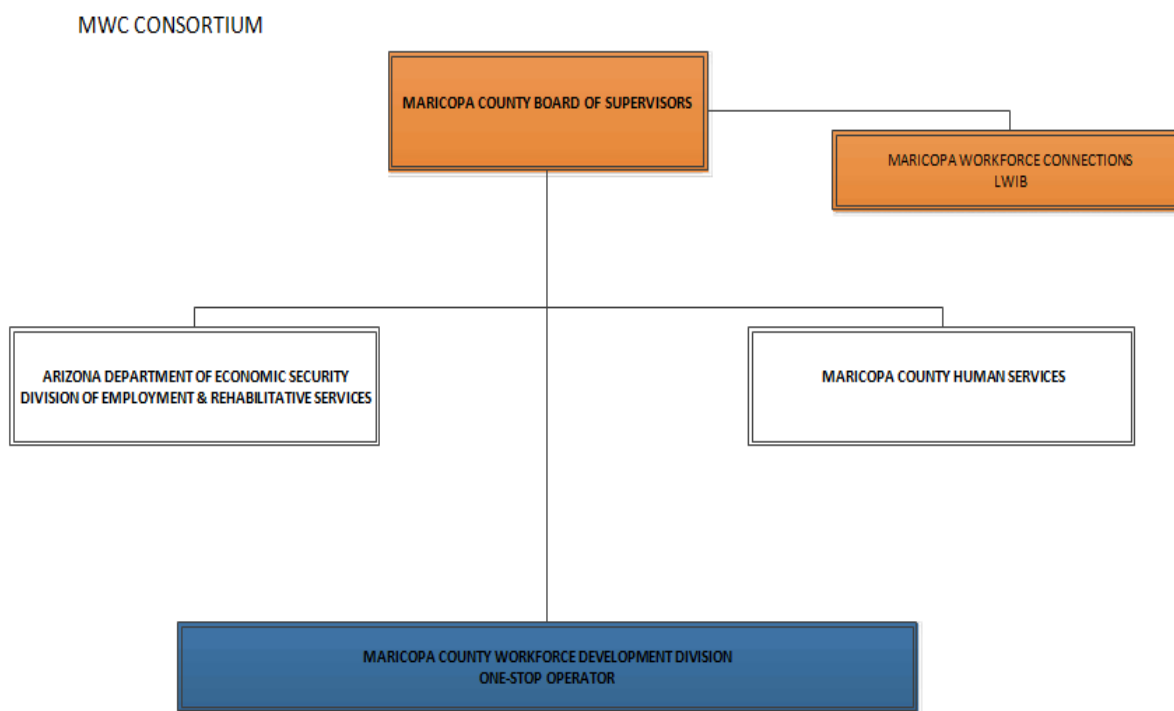
*The Local Workforce Area Business Plan must describe the key strategies the Local Workforce Area intends to implement, based on its economic analysis, to achieve the governor's vision and goals.*

#### Cross-Program Strategies

*The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the Local Workforce Area's economic analysis, strategies for meeting the workforce needs of the Local Workforce Area's employers, and regional and sector strategies tailored to the state's economy.*

The Maricopa County Human Services Department (HSD) is designated the Administrative Entity by the Maricopa County Chief Elected Officials. The Department also serves as staff to the Workforce Investment Board (LWIB) and the Lead of the One-Stop Operator Consortium that oversees Maricopa Workforce Connections. HSD is charged with carrying out the workforce development initiatives overseen by the Maricopa Board of Supervisors who serve as the fiscal agent for the LWIB. The LWIB, in partnership with the Maricopa County Board of Supervisors, supports Maricopa County Human Services Department and Arizona Department of Economic Security in its collaborative planning to support the LWIB initiatives. Aligning County human services resources and DES employment and rehabilitative services with the LWIB workforce system resources and partner services provides a more coordinated approach to provide holistic services to jobseeker, youth, and business customers.

## C: Business Plan Narrative



In 2012 The Maricopa County Human Services Department (HSD) used the SOAR (Strengths/Opportunities/Aspirations/Results) approach to update its strategic plan for 2013. The strategic plan was done in consultation with the Local Workforce Investment Board (LWIB). The vision, mission, values, goals, and strategies established by the LWIB were incorporated into the overall design of the HSD strategic plan. During this intense planning period the Human Services Department was able to create the following five strategic objectives that support the LWIB strategic goals.

1. Increase the number of HSD customers towards achieving empowerment
2. Increase the capacity of the Maricopa County Human Services System
3. Elevate HSD presence in the community
4. Increase quality and use of data towards efficiency and effectiveness
5. Leverage resources, technology and finances through community integration

## C: Business Plan Narrative

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Subsequently, this planning process resulted in the following key initiatives being identified for the entire department:

- Bring the organization together
- Integrate case management
- Enhance the youth service delivery model
- Grow HSD Online: data and analysis
- Co-locate service delivery and evaluate other locations
- Embed mission, vision, values
- Support professional development
- Create universal intake/assessment
- Maintain fiscal responsibility
- Diversify funding sources

“Bring this organization together” represents the fundamental task of aligning resources through cross-program strategies and partnerships. The development of these strategies and initiatives resulted in the culmination of an overachieving goal committed to providing the right door for all our customers who solicit our assistance.

The LWIB reviewed the HSD strategic plan to ensure it complemented the Board’s local workforce system focus.

The HSD 2013 Strategic plan is available at the following link:  
<http://myhsd.maricopa.gov/Department/About-Us.aspx>

### ***HSD – The Right Door***



Maricopa Workforce Connections is a key component to the Maricopa Human Services Department’s commitment to the residents and businesses in Maricopa County. The Maricopa Workforce Connections is the Maricopa County One-Stop System governed by the LWIB in partnership with the Chief Elected Officials. The Human Services Department strategic plan supports the LWIB integrated plan by prioritizing improving services to job seeker and business customers among its vast network of community and workforce activities. The plan focuses on streamlining processes and integrating and aligning programs and services to be more customer-centered, efficient and effective.

## C: Business Plan Narrative

The re-design, in collaboration with partners and stakeholders, functionally aligns services to leverage resources, eliminate duplication, and reduces customer confusion. The focus is on the jobseeker and business customers and their needs and expectations instead of the traditional method of focusing on individual funding streams.

The Maricopa County Human Services Department's Vision, Mission and Core Values:

<b>HSD VISION &amp; MISSION</b> <i>Supports the LWIB vision and mission</i>
<b>VISION</b> <i>All Maricopa County residents enjoy a high quality of life</i>
<b>MISSION</b> <i>To provide education, employment, shelter, and basic needs services to individuals, families, and communities so they may enhance their opportunities for physical, social, and economic well being</i>

<b>CORE VALUES</b>	
<b>Trust</b>	<i>We believe trust is a choice. We assume the best in others and honor the trust our colleagues and clients place in us by treating all with respect, ensuring fairness, and maintaining the highest standards of integrity.</i>
<b>Commitment to Excellence</b>	<i>We strive to achieve the highest levels of effectiveness and efficiency; do the right things right with data-informed decisions to achieve outcomes; continuously learn, develop, and improve; and take pride in our work</i>
<b>Client- and Community-Centered</b>	<i>We focus on the individual needs of our clients (internal and external) and the communities we serve; accept people for who, what, and how they are; and recognize, understand, and celebrate our differences and successes.</i>
<b>Teamwork</b>	<i>We work together, recognize and build upon the strengths of one another, those we serve, and the community.</i>
<b>Diverse and Culturally Competent</b>	<i>We strive to be reflective of the community we serve. We respond respectfully, creatively, and effectively to people of all cultures and all other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities, and protects and preserves the dignity of each.</i>

## C: Business Plan Narrative

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As incorporated into the HSD strategic plan, since 2012 the LWIB and Maricopa Workforce Connections has been focused on developing capacity within the workforce system to enhance its abilities to perform specific activities. This **Organizational Capacity Building** approach is used to develop internal and partner staff to effectively fulfill the LWIB's defined mission. It is anticipated that the Workforce Arizona Council policy requirement for all partner staff co-located in a One-Stop Center to participate in and complete core competencies training, will be embedded within the Organizational Capacity Building. Steps to building the LWIB's organizational capacity include:

- Developing a conceptual framework and educating partner staff of the organizations' mission and goals;
- Development of a structured process in which to deliver consistent staff development training;
- Development of organizational and department flowcharts that clearly outline roles and responsibilities;
- Involving stakeholders and partners in sharing ownership in the process of development;
- Assessing pre-existing capacities of the One-Stop Operator Consortium and partner staff and identifying what areas require additional training;
- Development and strengthening of accountability frameworks that monitor and evaluate programs and service delivery throughout the organization;
- Establishing and reinforcing an organizational attitude and culture in the delivery of "exemplary customer service";
- Developing a shared vision and strategy that promotes teamwork;
- Developing an organizational support structure; and
- Acquiring skills and resources to effectively meet the needs of the community.

The One-Stop Operator Consortium will work with a professional development consulting firm that specializes in growing the skills and knowledge of workforce system professionals. The capacity building will begin in July of 2014 and basic required core competencies training completed by December 1, 2014. A professional career portfolio will be prepared for each staff person from the participating stakeholders and partners.

Other tangible qualities that are of utmost importance are skills, training, and material resources made available to staff. Staff must be able to re-assess, re-examine and change according to what is most needed by the customer and what will be the most effective manner

## C: Business Plan Narrative

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of providing the particular service. In addition, a clear method of operating must be developed so that communication flow is not hindered and each staff (partner and operator) understands their role and responsibility to effectively provide quality customer service.

Key to cross-program strategies is conducting a task analysis of the functions within a One-Stop. A DACUM process will be used to facilitate the task analysis that takes into consideration: duties and tasks, skills and knowledge, traits and attitudes, and tools and equipment needed to be proficient working in a One-Stop. The DACUM process is an internationally recognized task analysis method that is used by workforce development agencies nationwide to assist in building the capacity of workforce system professionals. Each participating staff person then completes a self-assessment to establish which of the task analysis points they are proficient in and which they need to learn or need to enhance their current skill and knowledge. Individual self-assessments provide the foundation for a professional career portfolio that details training information. Individual training needs are analyzed and cross-referenced with the pool of individuals working in the Center to establish what topics are needed by several staff versus only a few. This helps determine which topics should be provided in group sessions versus alternative one-on-one learning.

The cross-program focus on capacity building will support the new functional team design. MWC utilizes a “no wrong door” approach for assisting job seeker and business customers. Functional teams are currently in development to provide seamless, integrated services to job seeker and business customers. The “Welcome Team” is the initial point of contact with the customer. Their function is to provide information and “triage” customers by meeting with them one-on-one to determine why they have come into the center – what are their service needs and goals? An in-depth assessment of their needs will be conducted – not only to identify their employment and/or training needs but to holistically identify the services needed to become self-sufficient. In essence the Welcome Team serves as a “broker” of services by identifying the customers’ specific needs and connecting them to the services as quickly as possible. Services are tailored to customers’ needs. Services may be provided by multiple One Stop partner programs as appropriate. Referrals may also be made to community-based organizations for resources not available through the workforce system.

The “Business Services” team will focus on both job seekers and business customers with the primary goals of connecting job seekers with jobs and providing employers with qualified candidates. The Business Services Team serves a dual role as the Skills/Career Development Team and Business Services Team required in Workforce Arizona Council policies. The merging of the two teams promotes coordination between the advocates for the jobseekers and the employer and sales representatives. This cross-program strategy will create a single point of contact among partner agencies.

Labor market information is critical in identifying growth and demand as well as emerging industries and occupations. MWC has purchased Wanted Analytics as a tool for staff in identifying demand occupations and trends. This tool is valuable in working with both job seeker and employer customers. Staff accesses many other on-line labor market resources to keep abreast of the most up-to-date labor market information available.



## C: Business Plan Narrative

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### Partnerships

To achieve the Governor's vision and goals MWC has established strategic partnerships with workforce and economic development entities, education, community colleges, labor organizations, registered apprenticeship programs, business groups and associations, and community organizations to align workforce development strategies for regional economic development. MWC's strategies and training programs need to align to prepare the local workforce to compete in the global economy. The LWIB has identified industry sectors that are vital to the local economy. MWC's focus is to provide job seekers (Adults, Dislocated Workers and Youth) with training to increase their skills for jobs in these targeted industry sectors thus creating a pipeline for employers. MWC's goal is to have a workforce system that is employer-driven and tailored to meet the economic needs of the region.

Strategic partnerships are needed to meet the LWIB, HSD, and MWC goals and objectives planned in this document. In particular, strategic partnerships will further the sector strategy deployment and assist in functionally aligning the local workforce system.

The launch of a sector partnership requires an intense level of employer engagement and partner commitment to collaboration in order to deliver remarkable results. This strategic partnership will form a regional sector strategy team, assemble a shared set of facts for evidence-based decisions, form an evolving working definition, and develop workable solutions to obstacles.

MWC has had long-standing partnerships with the DES Employment Administration, the Arizona Commerce Authority, Phoenix Workforce Connection, Goodwill Industries, as well as numerous organizations engaged in economic development activities including the Greater Phoenix Economic Council (GPEC), the Arizona Association for Economic Development (AAED), Western Maricopa Coalition (WESTMARC), Arizona Manufacturing Extension Partnership (AZMEP) and the East Valley Partnership (EVP). Members of MWC's business services team belong to area chambers of commerce and business associations such as Arizona Society for Human Resource Management.

MWC with PWC has partnered with Maricopa County Community Colleges to develop training programs and "cohort" trainings based on industry-specific demands.

Through these relationships MWC is actively engaged with business attraction, talent development and business retention activities to grow and retain employment opportunities in the region.

MWC participates with partners and stakeholders in large-scale job fairs, and has held targeted job fairs for specific employers or industries.

## C: Business Plan Narrative

These relationships foster opportunities to create high impact events that strengthen and support the employer base and foster opportunities for employment to job seekers.

To support the business focused strategic partnerships, MWC includes partners and stakeholders that will align services to leverage resources, reduce customer confusion, and eliminate duplication. Although the partners and stakeholders engaged in the MWC local workforce system are mandated through Workforce Investment Act legislation, the service alignment promotes single points of contact for business and coordinated job search and skill building efforts that challenge the status quo.

The MWC on behalf of the LWIB will be applying for sector strategy technical assistance from the Arizona Commerce Authority that will assist our strategic partnerships in clarifying roles and responsibilities with both business customers and jobseeker customers.

The sector strategy partnerships and the partner and stakeholder alignment will benefit sub-populations through a more-focused approach to skill building, job training and job placement. A key ingredient to serving our target populations is the cross-program and partnership strategies to maximize relationships and grow an understanding of what each partner can bring to the service menu.

Populations/Sub-Populations	Strategies
Unemployment Compensation Claimants	<ul style="list-style-type: none"><li>• Train all partner staff on UI re-employment services (by 12/31/14)</li><li>• Include on quarterly stakeholder meeting agenda information sharing for more effective referrals (by 12/31/14)</li><li>• Determine factors that inhibit UI and One-Stop system collaboration (by 12/31/14)</li><li>• Establish customer flow to increase coordination and co-enrollments (by 12/31/14)</li></ul>
Long-Term Unemployed	<ul style="list-style-type: none"><li>• Train all partner staff on the characteristics of the long-term unemployed (by 12/31/14)</li><li>• Include on quarterly stakeholder meeting agenda to discuss service strategies (by 12/31/14)</li><li>• Discuss and recommend new or enhanced service delivery models to serve the long-term unemployed (by 1/1/15)</li><li>• Establish guidelines for co-enrollment as appropriate with other funding streams (12/31/14)</li></ul>
Under-Employed	<ul style="list-style-type: none"><li>• Work with the Labor Market Unit at DES to obtain statistics on number of under-employed in Maricopa County. (by 12/31/14)</li><li>• Discuss training and skill building with</li></ul>

## C: Business Plan Narrative

	<p>educational partners and sector strategy stakeholders. (by 1/1/15)</p> <ul style="list-style-type: none"> <li>• Create a recommendation for the LWIB on service delivery options. (by 3/1/15)</li> </ul>
Dislocated Workers	<ul style="list-style-type: none"> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of dislocated workers in Maricopa County (by 12/31/14)</li> <li>• Review service designs and make improvements to attract dislocated workers (by 12/31/14)</li> <li>• Prepare a marketing campaign to conduct outreach (by 12/31/14)</li> </ul>
Low-Income Individuals	<ul style="list-style-type: none"> <li>• Understand low-income eligibility requirements for key stakeholder and partner agencies (by 10/1/14)</li> <li>• Review self-sufficiency rate and create a structured formula to measure (by 7/1/15)</li> </ul>
Veterans	<ul style="list-style-type: none"> <li>• Train all Center staff on Veteran services and priority service (by 12/31/14)</li> </ul>
Individuals with Limited English Proficiency	<ul style="list-style-type: none"> <li>• Identify resources for workshops and orientations (by 12/31/14)</li> </ul>
Homeless	<ul style="list-style-type: none"> <li>• Identify resources to refer individuals to and include in workforce system directory (by 12/31/14)</li> </ul>
Ex-Offenders	<ul style="list-style-type: none"> <li>• Work with probation and parole to identify appropriate services (by 12/31/14)</li> </ul>
Older Workers	<ul style="list-style-type: none"> <li>• Include SCSEP in stakeholder meetings (by 12/31/14)</li> <li>• Determine referral methods and procedures (by 12/31/14)</li> </ul>
Non-Traditional Employment Training	<ul style="list-style-type: none"> <li>• Work with educational partners to identify training opportunities (12/31/14)</li> <li>• Establish recruitment and outreach materials (3/31/15)</li> </ul>

## D: Planning Development

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*WIA section 118 requires that each Local Board, in partnership with the appropriate chief elected officials, develops and submits a comprehensive five-year plan to the Governor which identifies and describes certain policies, procedures and local activities that are carried out in the local area, and that is consistent with the State Plan.*

*Describe the involvement of the Chief Local Elected official (CLEO), the Local Workforce Investment Board (LWIB) and the stakeholders in the development of the plan.*

At the beginning of the Plan Development Process, the Maricopa County Administrator was contacted by the LWIB's staff to determine the direction that the Local Chief Elected Official (CEO) wanted to provide for the WIA Five Year Business Plan. That contact was made in September, 2013. Upon receiving instructions from the County Administrator, the LWIB staff began working on the Five Year Business Plan. The directions given by the Chief Elected Officials were to develop the plan working with the Maricopa County Workforce System Integration Team in partnership with the LWIB, and forward the finalized plan to the Maricopa County Board of Supervisors for their review and approval. The Plan was placed on the agenda of a regularly scheduled Board of Supervisors meeting with the recommendation for approval.

Prior to the submission of the initial Plan, the staff of the LWIB updated the LWIB at two regularly scheduled board meetings to provide both feedback and updates on the progress of development of the five year plan.

Meetings were convened with partner programs to discuss service integration and development of the local area plan. Partner programs included DES Managers and Supervisors representing Employment Service, Unemployment Insurance, Veterans programs, Trade Adjustment Assistance, Vocational Rehabilitation, and the TANF JOBS program, operated in Maricopa County by MAXIMUS. The partners agreed to participate in the development of the sections of the plan relating to their services and target populations. The partner teams then reconvened to review and discuss their sections and finalize them.

All partner teams have agreed upon continuing to work towards creating an integrated service delivery model within the One-Stop centers in Maricopa County.

When the initial Plan was submitted to the State of Arizona, the Business Plan Review Team requested some additions and changes be made. MWC and the Maricopa County Workforce System Integration Team completed the enhancements. The LWIB approved the revised Plan at a special meeting in April 2014. The Maricopa Board of Supervisors is scheduled to review the changes and approve the revised plan at its May meeting.

## D: Planning Development

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The subsequent changes to the Plan involved LWIB discussions. The LWIB Chairperson met with members of the Maricopa County Workforce System Integration Team to discuss appropriate changes. The team includes several workforce system partners and stakeholders. Changes were reviewed and finalized with key partners. Arizona DES representatives met with the Maricopa County LWIA to review specifics regarding the two primary partners, Wagner-Peyser and WIA. The final draft was finalized by the One-Stop Operator Consortium and submitted by the Lead, Maricopa County LWIA.

*Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments. Describe measures taken to include or address all comments received within the review period.*

The LWIB publicized the availability of the Maricopa County Five Year Business Plan for review and comment by utilizing the following approaches: Public Notice announcing the availability of the Five Year Business Plan was publicized in the local newspaper. The public notice provided a 30-day period for comments. Copies of the plan were made available in the One-Stop Operator's Administration office.

1. Public Notice announcing the availability of the Five Year Business Plan was publicized on the One-Stop Operator's website <http://myhsd.maricopa.gov>. The complete Five Year Business Plan was posted on the aforementioned website. The public notice provided a 30-day period for comments.
2. Public Notice and the Five Year Business Plan was sent to key stakeholders via e-mail. The public notice will indicate that there is a 30 day period of comments.

When the initial Plan was submitted to the State of Arizona, the Business Plan Review Team requested some additions and changes be made. MWC and the Maricopa County Workforce System Integration Team completed the enhancements. The LWIB approved the revised Plan at a special meeting in April 2014. The Maricopa Board of Supervisors is scheduled to review the changes and approve the revised plan at its May meeting. On May 1, 2014, a new public notice announcing the availability of the Five Year Business Plan will be posted on the One-Stop Operator's website <http://myhsd.maricopa.gov>. The completed plan will be posted on the aforementioned website and the public will have a thirty-day comment period. The public notice along with a copy of the five-year business plan will be sent via email to stakeholders and partners. Stakeholders and partners will also have a thirty-day comment period.

No comments were received during the initial public comment period. Comments received during the final comment period will be reviewed by the Maricopa County Workforce System Integration Team. The team will determine if each comment warrants a change. All comments will be recorded along with the decision on how to address each.

## D: Planning Development

A copy of the published notice (A screen print for internet publication)

HSD - Workforce Investment Area Business Plan 2013 - 2017 - Windows Internet Explorer

http://myhds.maricopa.gov/Facts-Figures/News-and-Notices/Workforce-Investment-Area-Business-Plan-2013---201.aspx

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HSD - Workforce Investment Area Business Plan ...

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**HSD**  
Human Services Department  
MARICOPA COUNTY

Individuals & Families | Partners & Providers | Employees & Local Agencies | Facts & Figures

Our mission is to provide education, employment, shelter, and basic needs services to individuals, families, and communities so they may enhance their opportunities for physical, social, and economic well-being.

HSD Home > Facts & Figures > News and Notices > Workforce Investment Area Business Plan 2013 - 2017

### News and Notices

Arizona's Open Meeting Law  
ARRA  
Department History  
News and Notices  
Director's Biography  
Public Records Request

### Workforce Investment Area Business Plan 2013 - 2017

11/17/2013

Workforce Investment Act Area Business Plan 2013 - 2017 public comment period from November 15, 2013 through December 15, 2013

#### PUBLIC NOTICE

The Workforce Investment Act (WIA) of 1998 is comprehensive reform that supersedes the Job Training Partnership Act (JTPA). The goals of the national strategic direction for the workforce investment system include: increased state and local flexibility, increased integration for a stronger One-Stop system, streamlined governance leading to greater efficiencies, and increased access to post-secondary education.

Under the Workforce Investment Act (WIA) of 1998, each Local Workforce Investment Board (LWIB), in partnership with the chief local elected official, is required to submit a Local Workforce Investment Area Business Plan for WIA Title 1B Adult, Youth and Dislocated Worker Programs for program years 2013 - 2017. The Governor has designated Maricopa County as a Local Workforce Investment area and as such, the law requires that the County submit a Local Business Plan. To download a copy of the Maricopa County Local Workforce Investment Area Workforce Investment Business Plan for Program Years 2013 and 2017 [Click Here](#).

Anyone wishing to comment on the plan may do so during a public comment period, from November 15, 2013 through December 15, 2013. There are a variety of ways to comment on the Local Plan during this period. Comments will be accepted at/by:

- [Submit a comment using e-mail click here](#)
- Submit written comments in person at the MWC One-Stop Career Center locations 735 N. Gilbert Rd., Ste. 134, Gilbert, AZ 85234 and 1840 N. 95th Ave., Ste. 160, Phoenix, AZ 85037 and at Maricopa County Human Services Department 234 N. Central Avenue, 3rd Floor, Phoenix, AZ 85004
- Fax comments to 602-372-9792

#### Quick Links

- What is Head Start?
- How do I qualify for Head Start?
- A Creative Adventure (video)
- Area Agency on Aging
- Tempe Community Action Agency (ESN) Office
- Avondale Community Action Program (ESN) Office
- Gila Bend Community Action Program (ESN) Office
- Wickenburg Community Action Program (ESN) Office
- Get Help 2-1-1 Arizona
- Head Start Frequently Asked Questions
- Questions Head Start?
- Download our Head Start Flyer
- AZ Attorney General - Discrimination
- AZ Attorney General - Predatory Lending

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A copy of the distribution list used for notification of the public notice

**AFFIDAVIT OF PUBLICATION  
WORKFORCE INVESTMENT ACT (WIA)**

01

# Arizona Business Gazette

The business resource

PO BOX 194  
Phoenix, Arizona 85001-0194  
(602) 444-7315 FAX (602) 444-7364

STATE OF ARIZONA  
COUNTY OF MARICOPA

} SS.

Manny Vargas, being first duly sworn, upon oath deposes and says: That he is the Legal Ad Rep of the Arizona Business Gazette, a newspaper of general circulation in the county of Maricopa, State of Arizona, published weekly at Phoenix, Arizona, and that the copy hereto attached is a true copy of the advertisement published in the said paper on the dates indicated.

11/14/2013

Sworn to before me this  
14TH day of  
NOVEMBER 2013



TABITHA WEAVER  
Notary Public - State of Arizona  
MARICOPA COUNTY  
My Commission Expires  
November 11, 2016

Notary Public

**PUBLIC NOTICE**  
The Workforce Investment Act (WIA) of 1998 is comprehensive reform that supercedes the Job Training Partnership Act (JTPA). The focus of the national strategic direction for the workforce investment system include: increased state and local flexibility; increased integration for a stronger One-Stop system; streamlined governance leading to greater efficiencies; and increased access to postsecondary education.  
Under the Workforce Investment Act (WIA) of 1998, each Local Workforce Investment Board (LWIB), in partnership with the chief local elected officials, is required to submit a Local Workforce Investment Area Business Plan for this title 18 Adult, Youth and Dislocated Worker programs for program years 2013-2017. The Governor has designated Maricopa County as a Local Workforce Investment Area and as such, the law requires that the County submit a Local Business Plan. To view and download a copy of the Maricopa County Local Workforce Investment Area Workforce Investment Business Plan for Program Years 2013 and 2017, go to <http://www.maricopa.gov/facts-figures/news-and-notices.aspx>.  
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1) Submit comment online at: <http://www.maricopa.gov/facts-figures/news-and-notices.aspx>  
2) Submit written comments in person at the MWC One-Stop Career Center located at 735 N. Gilbert Rd., Ste. 130, Gilbert, AZ 85234 and 1800 N. 70th Ave., Ste. 100, Phoenix, AZ 85027 and at Maricopa County Human Services Department, 238 N. Central Avenue, 3rd floor, Phoenix, AZ 85004.  
3) Using 602-57-0707.  
Pub: November 14, 2013

**COPY**

### AFFIDAVIT OF PUBLICATION

## ARIZONA CAPITOL TIMES

P.O. Box 2260

Phoenix, AZ 85002

Phone: (602) 258-7026

Fax: (602) 258-2504

STATE OF ARIZONA )  
County of Maricopa) ss

I, Laura Kaminski as Public Notice Manager of the Arizona Capitol Times (AZ), am authorized by the publisher as agent to make this affidavit of publication. Under oath, I state that the following is true and correct.

The Arizona Capitol Times (AZ) which is published weekly, is of general circulation. The notice will be/has been published 1 consecutive times in the newspaper listed above.

#### DATES OF PUBLICATION:

11/15/2013

#### DESCRIPTION:

PUBLIC COMMENT PERIOD

#### PUBLIC NOTICE

##### PUBLIC COMMENT PERIOD

The Workforce Investment Act (WIA) of 1998 is comprehensive reform that supersedes the Job Training Partnership Act (JTPA). The goals of the national strategic direction for the workforce investment system include: increased state and local flexibility, increased integration for a stronger One-Stop system, streamlined governance leading to greater efficiencies, and increased access to post-secondary education.

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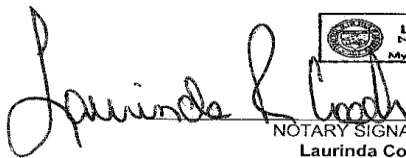
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3) Faxing: 602-372-9792.

11/15, 2013 edition Arizona Capitol Times

  
AUTHORIZED SIGNATURE  
Laura Kaminski

SUBSCRIBED AND SWORN TO BEFORE ME  
ON THE 15th DAY OF November 2013.

  
NOTARY SIGNATURE  
Laurinda Cook





## D: Planning Development

**Daily News-Sun**  
10102 Santa Fe Drive  
Sun City, Arizona 85351  
623.977.8351  
Fax 623.876.2589

**East Valley Tribune**  
1620 W. Fountainhead Pkwy  
Suite 219  
Tempe, AZ 85282  
480.898.6466  
Fax 480.898.6463

### Affidavit of Publication

Ad: ( for 11/13/2013 thru 11/13/2013 PUBLICNOTICETheWorkforceInvestmentA

I, Christine Carlston, Legal Advertising Representative, acknowledge that the attached ad was published in a newspaper of general circulation. The dates of the publication and description are stated above.

Daily News-Sun and  
The East Valley Tribune

*Christine Carlston*

Christine Carlston, Legal Advertising Representative

Account : 8184639  
Ad Number: 17073488  
Price: \$117.50

STATE OF ARIZONA,  
COUNTY OF MARICOPA

On 11/26/2013 Christine Carlston appeared before me, whom I know personally to be the person who signed the above document and proved she signed it.

*Theresa DiBona*

Theresa DiBona Notary Public



### PUBLIC NOTICE

The Workforce Investment Act (WIA) of 1998 is comprehensive reform that supersedes the Job Training Partnership Act (JTPA). The goals of the national strategic direction for the workforce investment system include: increased state and local flexibility, increased integration for a stronger One-Stop system, streamlined governance leading to greater efficiencies, and increased access to post-secondary education.

Under the Workforce Investment Act (WIA) of 1998, each Local Workforce Investment Board (LWIB), in partnership with the chief local elected official, is required to submit a Local Workforce Investment Area Business Plan for WIA Title 1B Adult, Youth and Dislocated Worker Programs for program years 2013 - 2017. The Governor has designated Maricopa County as a Local Workforce Investment area and as such, the law requires that the County submit a Local Business Plan. To view and download a copy of the Maricopa County Local Workforce Investment Area Workforce Investment Business Plan for Program Years 2013 and 2017, please visit the following website: <http://mvhsd.maricopa.gov/Facts-Figures/News-and-Notes.aspx>

Anyone wishing to comment on the plan may do so during a public comment period, from November 15, 2013 through December 15, 2013. There will be a variety of ways to comment on the Local Plan during this period. Comments will be accepted at/by:

- 1) Submit comment online at: <http://mvhsd.maricopa.gov/Facts-Figures/News-and-Notes.aspx>
- 2) Submit written comments in person at the MWC One-Stop Career Center locations 735 N. Gilbert Rd., Ste. 134, Gilbert, AZ 85234 and 1840 N. 95th Ave., Ste. 160, Phoenix, AZ 85037 and at Maricopa County Human Services Department 234 N. Central Avenue, 3rd Floor, Phoenix, AZ 85004

November 13, 2013/17073488

# D: Planning Development

A copy of all comments received as a result of the public notice:



**Public Comment Form  
2013-2017 5 Year Plan**

Date: \_\_\_\_\_  
Name: \_\_\_\_\_  
E-mail: \_\_\_\_\_  
Phone: \_\_\_\_\_

COMMENTS: No Comments received \_\_\_\_\_  
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## D: Planning Development

*Identify the local self-sufficiency standards approved by the Local Workforce Board for employed adults and dislocated workers as a percentage of the Lower Living Standard income Level (LLSIL). Describe how the LWIB ensures the self-sufficiency level is reflective of the current labor market information.*

The Arizona Department of Economic Security releases a self-sufficiency income matrix in the form of a WIA Guidance Letter annually that is directly applied to eligibility for adult and dislocated workers effective at the start of the program year. On October 28, 2004, Maricopa Workforce Connections (LWIB) determined, in accordance with WIA Section 134 (d)(3)(A)(ii), that funds may be used to achieve family self-sufficiency. The 450% LLSIL was determined by the LWIB as appropriate **based** on the **cost of living** in Maricopa County as well as **maintaining parity** with the self-sufficiency determination calculated by Phoenix Workforce Connection.

The LWIB will establish a MWC policy that requires the self-sufficiency level be reviewed at least every two years prior to the start of a program year beginning July 1, 2015. The LWIB will require an impact analysis and comparison data to make an informed decision. The rate identified by the Phoenix Workforce Connection will continue to play a role in order to maintain parity within the region.

### *D.1 Service Access Sites*

*Provide the number and location (including address) of each of the following access sites including how the respective locations were selected:*

#### *Comprehensive One-Stop Centers*

Maricopa County's two comprehensive One-Stop Centers (East Valley and West Valley) were selected because they are strategically located in urban areas that are easily accessible by freeway and public transportation. The West Valley Career Center (32,710 sq.) is located just east of the City of Avondale, near the intersection of Interstate 10 and the 101. The Gilbert Career Center (29,000 sq.) is located in the Town of Gilbert, and is easily accessible from the U.S. 60 or the Santan Freeway.

#### **Comprehensive Center Access Points:**

East Valley Career Center  
735 N Gilbert Rd. Suite 134  
Gilbert, AZ 85234  
Phone: (602) 372-9700

West Valley Career Center  
1840 N. 95<sup>th</sup> Avenue, Suite 160  
Phoenix, AZ 85037  
Phone: (602) 372-4200

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### Affiliate Access Points:

Affiliate sites are located in Mesa (Department of Economic Security Office) and Scottsdale (Vista Del Camino Center) within multipurpose facilities. These sites were selected because each offers a variety of programs and serves large numbers of individuals.

Department of Economic Security  
120 W 1<sup>st</sup> St.  
Mesa, AZ 85201  
Phone: (602) 771-6900

Vista Del Camino  
7700 E. Roosevelt  
Scottsdale, AZ 85257  
Phone: (480)312-2323

### Satellite Access Points

MWC services can be accessed from any site having internet access, MWC's website <http://myHSD.maricopa.gov> as well as the Arizona Job Connection website [www.azjobconnection.gov](http://www.azjobconnection.gov). HSD's CAP offices offer electronic access:

MWC SATELLITE SITES	
Avondale Community Action Program 1007 S. 3rd St. Avondale, AZ 85323 Phone: 623-333-2703	Buckeye Community Action Program 303 E Pima St Gila Bend, AZ 85337 Phone: 928.683.6502
Gila Bend Community Action Program 303 E. Pima St Gila Bend, AZ 85337 Phone: 928.683.6502	Guadalupe Community Action Program 9241 S Avenida De Yaqui Guadalupe, AZ 85283 Phone: 480.730.3093
Scottsdale Community Action Program-Vista Del Camino 7700 E Roosevelt St Scottsdale, AZ 85257 Phone: 480.312.2323	South East Valley Community Action Program Chandler Location 345 S. California St Chandler, AZ 85225 Phone: 480.963.4321

## D: Planning Development

South East Valley Community Action Program Gilbert Location 132 W. Bruce St. Gilbert, AZ 85233 Phone: 480.892.5331	Tolleson Community Action Program 9555 W. Van Buren St. Tolleson, AZ 85353 Phone: 623.936.2760
Wickenburg CAP and Senior Center 255 N Washington St Wickenburg, AZ 85390 Phone: 928-684-7894	

In addition, a growing number of community and faith-based satellites are located throughout Maricopa County, providing basic job search skills training and employment leads to individuals in their own communities.

ACCESS POINT LOCATIONS	
<p style="text-align: center;"><b><u>CHANDLER:</u></b></p> <p style="text-align: center;"><b>Chandler Care Center</b>          777 E. Galveston St.          Chandler, AZ 85225          480-812-7900</p> <p style="text-align: center;"><b>San Marcos Justice Court</b>          201 E. Chicago St.          Chandler, AZ 85225          602-372-3452          Contact: Kristi Hageman</p>	<p style="text-align: center;"><b><u>GLENDALE:</u></b></p> <p style="text-align: center;"><b>Faith House</b>          Glendale, AZ 85032          480-733-3019</p>
<p style="text-align: center;"><b><u>MESA:</u></b></p> <p style="text-align: center;"><b>East Valley Men's Center (Shelter)</b>          2345 N Country Club Dr.          Mesa, AZ 85201          480-610-6722          Contact: Michael Ander</p> <p style="text-align: center;"><b>Mesa Community Action Network</b>          635 E. Broadway Rd.          Mesa, AZ 85204          480-833-9200 ext. 3421,          Contact: Mary Kay Liningier</p> <p style="text-align: center;"><b>National Advocacy &amp; Training          Network –Cup O'Karma</b></p>	<p style="text-align: center;"><b><u>PHOENIX:</u></b></p> <p style="text-align: center;"><b>Arizona OIC          Opp. Industrialization Center</b>          39 E. Jackson St.          Phoenix, AZ 85004          602-254-5081</p> <p style="text-align: center;"><b>AZ Common Ground          (Ex-Offender Service)</b>          2406 S. 24th St. Ste. E116          Phoenix, AZ 85034          602-914-9000          Contact: Frantz Beasley</p> <p style="text-align: center;"><b>DK Advocates</b></p>

## D: Planning Development

1710 W. Southern Ave. Mesa, AZ 85202 602-373-9373 Contact: Sophia Campbell  <b>Women of Power International</b> 460 S. Country Club Dr. Mesa, AZ 85210 480-733-4348	2106 N. 24th St. Phoenix, AZ 85008 602-277-5787  <b>Southwest Human Development</b> 2850 N. 24th St. Phoenix, AZ 85008 602-218-8668  <b>St. Joseph the Worker</b> 1125 W. Jackson St. Phoenix, AZ 85002 602-417-9854
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*How does the Local Workforce Board evaluate the needs of the community in determining that the locations and partner services meet the needs of jobseekers and the employer community?*

The LWIB evaluates the needs of local jobseekers and employers when determining where to establish comprehensive, affiliate, and satellite access points. The comprehensive Centers in the East Valley and West Valley are situated in locations that are easily accessible, near public transportation, and near other appropriate community resources. Partner services are co-located to meet the needs of the area population. For example, Migrant and seasonal farm workers are primarily found in western Maricopa County due to the large number of agricultural enterprises. Therefore the MSFW program is co-located in the West Valley Career Center.

Maricopa Workforce Connection Co-located Partners

Partners	East Valley	West Valley
DES Vocational Rehabilitation	Yes	Yes
DES Employment Services	Yes	Yes
DES Veteran's Services	Yes	Yes
DES Trade Adjustment Assistance	Yes	Yes
DES Migrant Seasonal Farmworker	Yes	Yes
Maximus TANF	Yes	Yes

## D: Planning Development

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Evaluation is continued through the monthly analysis by the LWIB and One-Stop Operator Consortium of how many jobseekers and employers used the Center and for what activities and services. These statistics are compared to planned service levels and trends documented over the previous two years.

*How is it decided if additional services or partners are needed and how they will be incorporated into the existing access site structure?*

The Welcome Function in the comprehensive and affiliate Centers provides an initial assessment of each individual jobseeker. The initial assessment identifies services and activities that may be needed but are not available. Stakeholder meetings discuss jobseeker needs and expectations along with any gaps that exist between those needs and expectations and what is available. Recommendations are made to the One-Stop Operator Consortium and to the LWIB to either add additional services or negotiate a referral process with a community partner that provides the needed service or activity.

Additional partners that are not mandated may be co-located based on the need for services that are relevant to the customer base.

*Describe how the Local Workforce Area will ensure that each site complies with the state chartering and certification policies.*

The LWIB is committed to reviewing, analyzing, and retooling the service delivery process to ensure compliance with Arizona's chartering and certification policies.

Step one in the certification process is the development and submission of a Local Business Plan.

The certification criteria provided in the Workforce Arizona Council policy will be followed for the comprehensive sites and effective on the required date:

1. The LWIB Mission Statement is be posted and visible to the public by July 1, 2014.
2. Full-time hours of operation are maintained for WIA Adult and Dislocated Worker Services, Wagner-Peyser Labor Exchange, and access to Unemployment Insurance assistance.
3. Center hours of operation are posted on the door or in view of the outside entrance.
4. A Site Manager has been assigned. The Site Manager will oversee the day-to-day operations of the Center as described in the Workforce Arizona Council Service Integration Policy.
5. The Welcome, Skill and Career Development, and Business Services functions have been established according to the Service Integration Policy. MWC has merged Skill and Career

## D: Planning Development

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Development and Business Services to provide a coordinated approach between jobseekers and business.

6. All partner staff that work in the Center will have the opportunity to attend and participate in a variety of staff development and capacity building events. Customer service training will be mandatory for all Center functional team members annually. The Site Manager will conduct training on Center policies and procedures at least annually.
7. Core, intensive and training services as defined under the Workforce Investment Act will be available to jobseekers that are eligible and suitable for participation.
8. A list of available services will be provided to potential customers at entry and in the resource room.
9. The One-Stop Operator Consortium agrees to provide access to the following services:
  - a. Triage and initial assessment
  - b. Core services without significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Labor market information
    - v. Skills assessment (WorkKeys)
    - vi. Jobseeker workshops when scheduled
    - vii. Follow-up contact after job placement
  - c. Cores services with significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Staff-administered and interpreted standardized skills assessments (CASAS)
    - v. Job referral when combined with staff help in decision making process
    - vi. Scheduling appointments with appropriate community based organizations
  - d. Intensive services
    - i. Individual employment plan
    - ii. Case management
    - iii. Structured job search
    - iv. Staff-administered skills development strategies (KeyTrain)
    - v. Career planning
    - vi. Research on training options
    - vii. Pre-employment workshops
    - viii. Basic computer literacy and soft skills
  - e. Training services
    - i. Occupational skills training funded through ITAs
    - ii. On-the-job training
    - iii. Adult education and literacy when integrated with other training services
    - iv. Customized training
    - v. Registered apprenticeship programs
10. Mandatory partner programs and activities are either physically or virtually accessible



## D: Planning Development

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The certification criteria provided in the Workforce Arizona Council policy will be followed for the affiliate sites and effective on the required date.

1. Hours of operation will be posted and maintained for WIA adult and dislocated worker services.
2. Hours will be posted on the door in view of the outside entrance.
3. A Site Manager has been assigned. The Site Manager will oversee the day-to-day operations of the Center as described in the Workforce Arizona Council Service Integration Policy.
4. The One-Stop Operator Consortium agrees to provide access to the following services:
  - a. Triage and initial assessment
  - b. Core services without significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Labor market information
    - v. Skills assessment (WorkKeys)
    - vi. Jobseeker workshops when scheduled
    - vii. Follow-up contact after job placement
  - c. Cores services with significant staff involvement
    - i. Resource room
    - ii. Job match
    - iii. Job search
    - iv. Staff-administered and interpreted standardized skills assessments (CASAS)
    - v. Job referral when combined with staff help in decision making process
    - vi. Scheduling appointments with appropriate community based organizations
  - d. Intensive services
    - i. Individual employment plan
    - ii. Case management
    - iii. Structured job search
    - iv. Staff-administered skills development strategies (KeyTrain)
    - v. Career planning
    - vi. Research on training options
    - vii. Pre-employment workshops
    - viii. Basic computer literacy and soft skills

The One-Stop Operator Consortium will establish a communication protocol that will be followed in the Centers for ensuring information gets to front-line workers. That will be completed by July 1, 2014.

Customer satisfaction surveys will be done on-site for just-in-time feedback and reviewed at One-Stop Partner Consortium meetings monthly. Additional surveying will be conducted in

## D: Planning Development

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the form of focus groups or survey instruments prior to a strategic planning session and the results used to assist in formulating plans. Mystery shopping of comprehensive Centers will be done annually for jobseeker and business customers to get the customer's perspective on customer service.

### **Describe emergency procedures to ensure the safety of individuals working and using the sites.**

Each comprehensive center has emergency evacuation plans and procedures in place. See [\(Appendix 1\)](#) to view the East Valley Career Center's Emergency Procedures [\(Appendix 2\)](#) to view the West Valley Career Center's Emergency Procedures

Staff has been provided with copies of the emergency evacuation plans and received training on workplace violence, and diffusing customer anger. Periodic emergency drills take place to ensure the process is understood and is implemented in a rapid and orderly manner. Safety "marshals" and back-ups have been designated at each Center.

MWC also contracts with a security agency to provide armed security personnel at each center during regular business hours. These trained security professionals ensure the safety of staff, customers and employers using the Centers. They are also on-site during special events held in the evenings or on weekends. They routinely patrol the centers and perimeter and ensure that no one remains in the facilities after closing. The public is made aware that no firearms or weapons are allowed into the centers – this is posted at the center entrance. Staff areas are secured - access is gained by swiping a County-issued identification card or through use of a key pad. Customers must be escorted by a staff member to the secured areas.

Each Center in coordination with all partner programs provides annual training on first aid, safety and fire and how to identify and de-escalate potential client problems and provide local mental health resources for customers.

*Outline a marketing strategy for creating awareness of services provided and connecting with all job seekers and employers in the Local Workforce Area and steps to be taken to align with the State Plan outreach strategies.*

MWC uses a variety of strategies to inform job seekers, employed individuals, employers, and the community at large about the services available through the local One-Stop system. The following resources may be used for marketing services: HSD web site <https://myHSD.maricopa.gov> , public education/information through outreach and networking, One Stop brochures/flyers, television or radio, newspapers and business journals, memberships in local area Chambers of Commerce and business-related associations, and posters placed throughout the community.

Branding and marketing principles adopted by the Workforce Arizona Council will be incorporated into local strategies and implemented according to State policy. The One-Stop Operator Consortium will prepare a recommended outreach strategy to the LWIB that aligns

## D: Planning Development

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with the State Plan once final policy decisions are made by the Workforce Arizona Council. It is anticipated that a marketing plan that outlines the local strategies will be completed by December 31, 2014.

## E: Administrative Structure

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### *Administrative Structure*

*Reference Local Governance Policy; One-Stop Delivery System Policy; One-Stop Certification Policy*

*The Local Workforce Board is appointed by the chief elected official(s) in the local area in accordance with State criteria established under WIA Section 117(b), and is certified by the Governor every two years, in accordance with WIA section 117(c)(2).*

*Local Boards must designate an operator that will ensure seamless service delivery within each One-Stop Center. The operator must ensure seamless service delivery in all comprehensive and affiliate One-Stop Centers to include details of the day-to-day functional supervision that may take the form of a site manager or other means as determined effective.*

### *E.1 Leadership Structure*

*Indicate who the One-Stop Operator is and describe how they were selected - competitively bid or a consortium of 3 or more partners. If a consortium – identify the partners including name, title and contact information of each partner representative.*

The LWIB has designated the One-Stop Operator as a Consortium including: Maricopa County HSD community-based services, Maricopa County WIA Adult and Dislocated Worker Programs, and the Arizona DES Employment Administration which managers Wagner-Peyser.

- Maricopa County Human Services Department  
Community-Based Services  
Bruce Liggett, Director  
Phone: (602) 506-0066  
Email: liggett@maricopa.gov
- Maricopa County Human Services Department  
WIA Adult and Dislocated Worker Programs  
Patricia Wallace, Assistant Director  
Phone: (602) 506-4146  
Email: WallaceP001@maricopa.gov
- DES Employment Services/Veterans Services  
Peggy Feenan, Deputy Administrator, Employment Administration  
Phone: (520) 628-6810 x 250  
Email: PFeenan@azdes.gov

## E: Administrative Structure

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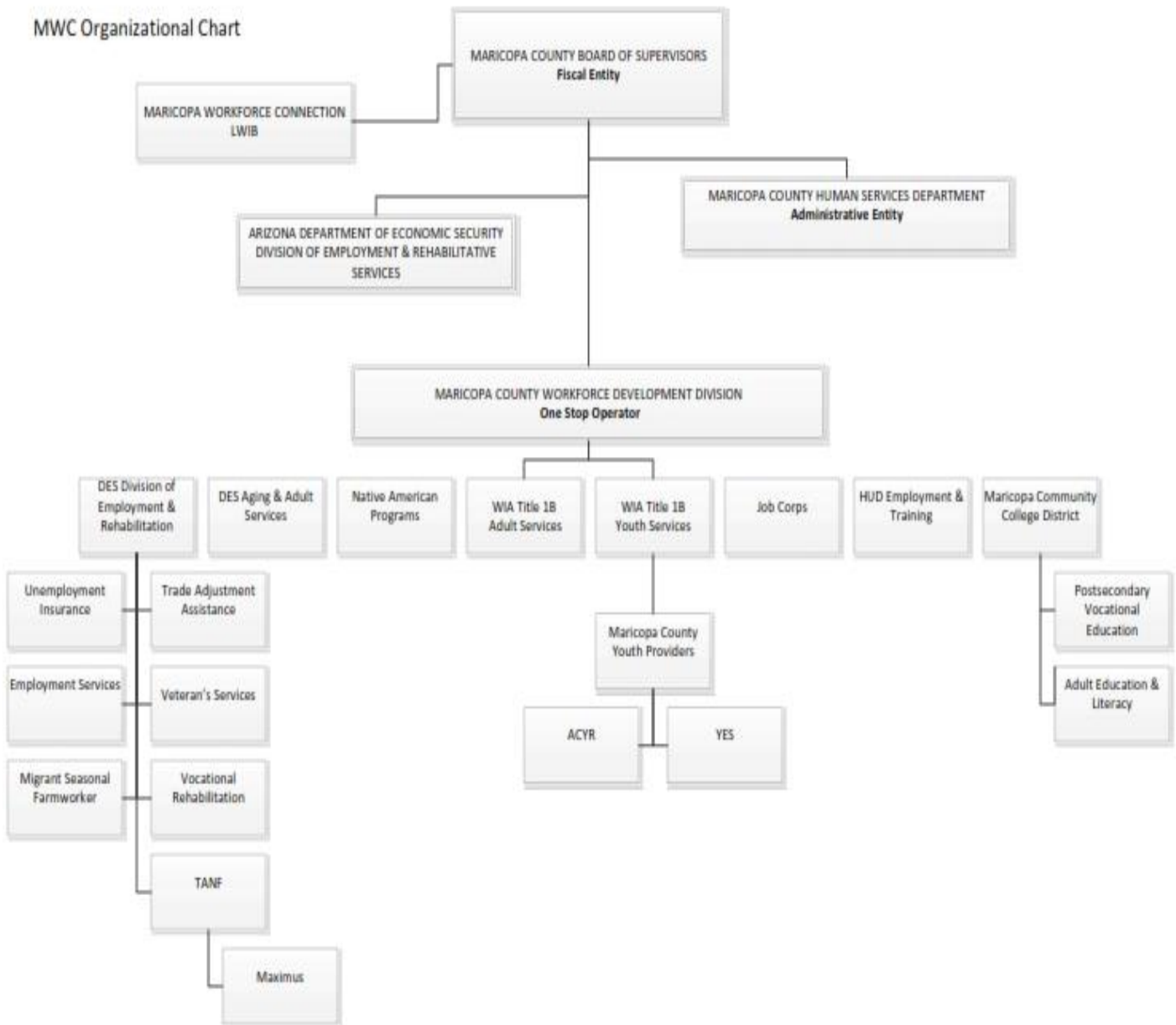
The LWIB and the Consortium designated the Maricopa County Human Services Department Workforce Development Division as the Lead for MWC One-Stop Operator Consortium.

On November 10, 1999, Maricopa Workforce Connections (MWC) Board approved the lead role of the One-Stop Operator with the understanding the lead for the operator consortium is responsible for facilities and equipment management, data collection regarding One-Stop center operations, and coordination of all center activities and services.

*Provide an organizational chart that delineates the relationship between the agencies involved in the workforce development system, including the Chief Elected Official, administrative entity, fiscal entity, One-Stop Operator and the required One-Stop partner programs and lines of authority.*

## E: Administrative Structure

MWC Organizational Chart



## E: Administrative Structure

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*Describe the Local Workforce Investment Board structure and its relationship with the Chief Elected Official(s).*

The Maricopa County Board of Supervisors appoints the members of the MWC Workforce Investment Board. Operational authority for contracts and other administrative matters passed by the MWC Board (LWIB) are subject for approval by the Maricopa County Board of Supervisors. The Board is structured based on the WIA requirements and is appointed by the chief elected official(s) in the local area in accordance with State criteria established under WIA section 117(b), and is certified by the Governor every two years, in accordance with WIA section 117(c)(2).

## E: Administrative Structure



### Maricopa Workforce Connections Full Board Roster



Total Private: 16

Total Public: 12

Total Membership: 28

Quorum: 15

Member Name	Title/Position/Addresses	Contact Information	Term Start/Renewal/Expiration	Industry
<b>Private Membership</b>				
<b>TONY Abraham</b>	Director of Human Resources Modern Industries, Inc. 2925 S. Roosevelt Street Tempe, AZ 85282	Phone: (480) 656-1833 Fax: Cell: Email: tabraham@modinds.com	Term Expiration: June 30, 2014 Original Start Date: July 1, 2008 Term(s) Renewed: 2010; 2012	Advanced Manufacturing
<b>APRIL McLaughlin</b>	Human Resources Director Western Window Systems	Phone: (602) 616-7176 Fax: Cell: Email: aazcali@yahoo.com	Term Expiration: Pending Original Start Date: Pending Term(s) Renewed: Pending	Advanced Manufacturing
<b>SHELLIE Frey</b>	HR Manager Lowe's 777 E. Baseline Road Tempe, AZ 85283	Phone: (480) 458-1870 Fax: (480) 458-1874 Cell: Email: spfrey97@gmail.com	Term Expiration: June 30, 2014 Original Start Date: July 1, 2010 Term(s) Renewed: 2012	Retail
<b>JIM Godfrey</b>	Principle Jim Godfrey & Associates LLC 4558 E. Campbell Phoenix, AZ 85018	Phone: (480) 296-4381 Fax: Cell: Email: jimgodfreyaz@gmail.com	Term Expiration: June 30, 2013 Original Start Date: January 3, 2013 Term(s) Renewed: 2013	Advanced Manufacturing
<b>CHRISTOPH Hilscher</b>	Human Resources Business Partner Chase Card Services 150 University Drive Tempe, AZ 85281	Phone: (480) 902-6387 Fax: Cell: Email: Christoph.Hilscher@jmpchase.com	Term Expiration: June 30, 2014 Original Start Date: January 3, 2013 Term(s) Renewed: 2013	Finance
<b>KAYONG Holston</b>	Director of Business Programs Ottawa University 10020 N. 25th Avenue Phoenix, AZ 85021	Phone: (602) 749-5203 Fax: (602) 371-0035 Cell: (480) 282-0266 Email: kayong.holston@ottawa.edu	Term Expiration: June 30, 2014 Original Start Date: July 1, 2008 Term(s) Renewed: 2010; 2012	Education
<b>RICK McCartney</b>	President & CEO InMedia Company, LLC 6360 E. Thomas Road, Suite 210 Scottsdale, AZ 85251	Phone: (480) 584-3752 Fax: (480) 584-3751 Cell: Email: rmccartney@inmediacompany.com	Term Expiration: June 30, 2013 Original Start Date: July 1, 2009 Term(s) Renewed: 2011	Media
<b>KELSIE McClendon</b>	Corporate Human Resources Manager TotalTransit 4600 W. Camelback Road Glendale, AZ 85301	Phone: (909) 230-5000 x 4469 Fax: (623) 742-9337 Cell: (602) 695-1385 Email: kmccclendon@totaltransit.com	Term Expiration: June 30, 2014 Original Start Date: July 1, 2008 Term(s) Renewed: 2010; 2012	Transportation
<b>DONNA Pettigrew</b>	Admissions Manager Arizona College	Phone: (602) 999-1804 Fax: Cell: Email: dpettigrew@arizonacollege.edu	Term Expiration: Pending Original Start Date: Pending Term(s) Renewed: Pending	Healthcare
<b>JAMES Marshall</b>	Director Human Resources and Organizational Development Scottsdale Lincoln Health Network 8125 N. Hayden Road Scottsdale, AZ 85258	Phone: (480) 323-2463 Fax: Cell: Email: jmarshall@sch.org	Term Expiration: June 30, 2014 Original Start Date: April 25, 2013 Term(s) Renewed:	Healthcare



## E: Administrative Structure



### Maricopa Workforce Connections Full Board Roster



Total Private: 16

Total Public: 12

Total Membership: 28

Quorum: 15

Member Name		Title/Position/Addresses	Contact Information		Term Start/Renewal/Expiration		Industry
MELISSA Rafalski	P R I V A T E	Owner HNR Construction LLC-Home Energy Solutions 2805 N. 71st Place Scottsdale, AZ 85257	Phone: Fax: Cell: Email:	(480) 227-0892   Melissa@ileangreen.com	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 January 3, 2013 2013	Solar/Construction
VANESSA Andersen	P R I V A T E	Human Resources Manager Rummel Construction, Inc. 7520 E. Adobe Drive Scottsdale, AZ 85257	Phone: Fax: Cell: Email:	(480) 222-9922 (480) 222-9923 (602) 695-5373 vandersen@rummelconstruction	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2014 April 25, 2013	Solar/Construction
ROBIN Schaeffer	P R I V A T E	Executive Director Arizona Nurses Association	Phone: Fax: Cell: Email:	(480) 831-0404   robin@aznurse.org	Term Expiration: Original Start Date: Term(s) Renewed:	Pending Pending Pending	Healthcare
ERIK Knott	P R I V A T E	Director, Human Resources Goodwill of Central Arizona 2626 W. Beryl Avenue Phoenix, AZ 85021	Phone: Fax: Cell: Email:	  (602) 535-4130 Eric.Knott@gmail.com	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2014 July 1, 2010 2012	Retail
STEVE Troxel	P R I V A T E	President & CEO Prencipia, Inc.	Phone: Fax: Cell: Email:	(602) 635-1078   steve.troxel@prencipia.com	Term Expiration: Original Start Date: Term(s) Renewed:	Pending Pending Pending	Information Technology
BOB Neckes	P R I V A T E		Phone: Fax: Cell: Email:	   	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 February 28, 2008 2009; 2011	

## E: Administrative Structure



### Maricopa Workforce Connections Full Board Roster



Total Private: 16		Total Public: 12		Total Membership: 28		Quorum: 15	
Member Name	Title/Position/Addresses		Contact Information		Term Start/Renewal/Expiration		Industry
Public Membership							
BELINDA Hanson	P U B L I C	EA District 1 Program Manager AZ D.E.S. Employment Administration 815 N. 18th Street Phoenix, AZ 85006	Phone: Fax: Cell: Email:	(602) 307-9016 (602) 255-4834  bhanson@azdes.gov	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2014 July 1, 2000 2002; 2004; 2006; 2008; 2010; 2012	Partner
SHAWN Hutchinson	P U B L I C	President / Business Representative IBEW Local 640 5808 North 7th Street Phoenix, AZ 85014	Phone: Fax: Cell: Email:	(602) 264-4506 x 24 (602) 264-9552 (602) 571-0957 shutchinson@ibew640.com	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2014 July 1, 2010 2012	Trades
BLAIR Liddicoat	P U B L I C	Associate Dean Rio Salado College 2323 W. 14th Street Tempe, AZ 85281	Phone: Fax: Cell: Email:	(480) 517-8108 (480) 517-8119  blair.liddicoat@riosalado.edu	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2014 July 1, 2004 2006; 2008; 2010; 2012	Education
PAUL Magallanez	P U B L I C	Economic Development Director City of Tolleson 9555 W. Van Buren St. Tolleson, AZ 85353	Phone: Fax: Cell: Email:	(623) 474-4998  (602) 908-1450 pmagallanez@tollesonaz.org	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 July 1, 2011	Economic Development
TONY Maldonado	P U B L I C	Director of Career and Technical Education Paradise Valley Unified School District 3950 E. Bell Road Phoenix, AZ 85032	Phone: Fax: Cell: Email:	(602) 449-7036  (602) 568-0227 tmaldonado@pvschools.net	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 July 1, 1999 2001; 2003; 2005; 2007; 2009; 2011	Education
KAREN Poole	P U B L I C	Associate Director Maricopa County Community College District 2411 W. 14th Street Tempe, AZ 85281	Phone: Fax: Cell: Email:	(480) 731-8206   karen.poole@domail.maricopa.edu	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 July 1, 2007 2009; 2011	Education
RODNEY Pack	P U B L I C	Program Manager Arizona Pipe Trades Apprenticeship 2950 W. Thomas Rd Phoenix, AZ 85017	Phone: Fax: Cell: Email:	(602) 505-2441   rpack@pipetrades.org	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 July 1, 2009 2011	Trades
MARIE Sullivan	P U B L I C	President & CEO Arizona Women's Education & Employment Inc. 640 N. First Avenue Phoenix, AZ 85003	Phone: Fax: Cell: Email:	(602) 223-4333   mariesullivan@awee.org	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 July 1, 2007 2009; 2011	Community-Based, One-Stop Partner
CHE Collins	P U B L I C	Project Director Phoenix Job Corps Data Center 518 S. 3rd Street Phoenix, AZ 85004	Phone: Fax: Cell: Email:	(602) 322-2823 (602) 322-6611 (602) 865-9502 Collins.Che@jobcorps.org	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2013 January 3, 2013 2013	Job Corps

## E: Administrative Structure



### Maricopa Workforce Connections Full Board Roster



Total Private: 16		Total Public: 12	Total Membership: 28	Quorum: 15	
Member Name	Title/Position/Addresses	Contact Information	Term Start/Renewal/Expiration	Industry	
PATRICIA Wallace	P U B L I C Assistant Director Maricopa Workforce Connection 234 N. Central, Suite 3000 Phoenix, AZ 85004	Phone: (602) 506-4146 Fax: Cell: Email: wallacep@mail.maricopa.gov	Term Expiration: June 30, 2014 Original Start Date: November 2012 Term(s) Renewed:		
BONNIE Thoi	P U B L I C Project Manager Maximus - Human Services North America 1140 E. Washington Street #203 Phoenix, AZ 85034	Phone: (480) 305-2915 Fax: Cell: (480) 329-6214 Email: bonniethoi@maximus.com	Term Expiration: June 30, 2013 Original Start Date: July 1, 2007 Term(s) Renewed: 2009; 2011	Partner	
JON Ellerston	P U B L I C Assistant Program Manager AZ D.E.S. 3221 N 16th Street, Suite 200 Phoenix, AZ 85016	Phone: (602) 266-9206 Fax: Cell: Email: JEllerston@azdes.gov	Term Expiration: June 30, 2014 Original Start Date: July 1, 2012 Term(s) Renewed:	Partner	

## E: Administrative Structure



### Background:

Per By Laws (2008): The ideal board member is an individual with a demonstrated interest in workforce development who understands the value of public-private partnerships. He/she has a willingness to lead and to assist in the [development] of a comprehensive workforce investment system in Maricopa County. *Representatives are to include:*

1. Local businesses
2. Variety of local educational entities
3. Labor organizations
4. Community-based organizations (including organizations representing individuals with disabilities and veterans)
5. Economic development organizations
6. Each of the One-Stop partners
7. Other individual or representatives determined by the MC Board of Supervisors to be appropriate. The majority of the board must be from the private sector. All board members must be at the policy making level within their organization.

*Business members of MWC are nominated by business, industry and trade organizations. All MWC Board members are appointed by the Maricopa County Board of Supervisors.*

### Current composition should note 51% private:

Private	Public
1. Jim Godfrey, Adv. Manuf., Jim Godfrey & Associates LLC.	1. Belinda Hansen, Partner, AZ DES Employment Admin.
2. Tony Abraham, Adv. Manuf., Modern Industries	2. Che Collins, Partner, Job Corps
3. April McLaughlin, Adv. Manuf., Western Window Systems	3. Jon Ellerston, Partner, DES Vocational Rehabilitation AZ DES
4. Melissa Rafalski, Solar/Construction, HNR Construction Llc.	4. Bonnie Thoi, Partner, Maximus
5. Vanessa Andersen, Solar/Construction, Rummel Construction Inc.	5. Paul Magallanez, Economic Development, City of Tolleson
6. James Marshall, Healthcare, Scottsdale Healthcare	6. Rodney Pack, Trades, AZ Pipe Trades Apprenticeship
7. Robin Schaeffer, Healthcare, AZ Nurses Association	7. Shawn Hutchinson, Trades, IBEW Local 640
8. Donna Pettigrew, Healthcare, AZ College	8. Tony Maldonado, Education, PV Unif. School Dist.
9. Kelsie McClendon, Transportation, Total Transit,	9. Karen Poole, Education, Maricopa County Comm. College Dist.
10. Eric Knott, Retail, Goodwill of Central Ariz.	10. Blair Liddicoat, Education, Rio Salado College
11. Shellie Frey, Retail, Lowe's	11. (VACANT), CBO.
12. Christoph Hilscher, Finance, Chase	12. Marie Sullivan, CBO, AZ Women's Education & Employ. Inc.
13. Rick McCartney, Media, In Media Company, LLC.	13. (VACANT), Title V or Older Worker Population,
14. Steve Troxel, Information Technology, Prencipia, Inc.	
15. Kayong Holston, Private Education, Ottawa University	
16. Bob Neckes, Private, Shutterfly	

## E: Administrative Structure

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The LWIB structure requires that at least 51% of the board members are private business representatives.

### **Business Owner Representatives - 51% of the board will be:**

- Owners of a business, chief executives, operating officers, or other business executives or individuals with the authority to hire and set policy.
- Representing businesses that reflect the major industry sectors within the region and play a significant role in regional economic development.
- Appointed from among individuals nominated by local business organizations.

### **Labor Organization Representatives:**

- Two representatives of labor organizations are to be nominated by a local labor federation or other labor representatives.

### **Local Educational Entity Representatives:**

- Two representatives will be from local educational entities such as local educational agencies, local school boards, adult education and literacy providers, post-secondary educational institutions and community colleges, where such exist. The educational representatives will be nominated by regional or local educational agencies, institutions or organizations representing the various local educational entities.

### **Community-based Organization Representatives:**

- Two members will be representatives from community-based organizations. These may include, but are not limited to, organizations that represent individuals with disabilities and those that represent veterans, and are nominated by the community-based organization.

### **Economic Development Agency Representatives:**

- At least two representatives must be from economic development agencies. These can include, but are not limited to, private sector economic development entities, regional planning commissions, or county economic development organizations. These representatives are nominated by the economic development agency.

### **Workforce Partners:**

- There will be a member representing each of the mandated programs.

The LWIB and/or Chief Elected Official may elect to have additional community or business partner representation as long as the 51% private sector requirement is maintained.

### ***CHIEF ELECTED OFFICIAL ROLE***

As outlined in the LWIB By-Laws that have been revised to include Workforce Arizona Council policy requirements:

## E: Administrative Structure

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- I. WIA Section 117(c)(1) authorizes Chief Elected Officials to appoint the members of the LWIB in accordance with the criteria established under Section 117(b) of the WIA and the guidelines in Workforce Arizona Council Policy 02-2013 entitled Workforce Investment Act Local Governance Policy.
- II. RELATIONSHIP BETWEEN CHIEF ELECTED OFFICIALS AND THE LWIB

The Chief Elected Officials provide the following guidance to the LWIB. In the case of required partnership or approval by the Chief Elected Officials, the LWIB shall get in writing, either through official communication or evidence in minutes of meetings, evidence of Chief Elected Official involvement. The LWIB shall in accordance with an Agreement with the Chief Elected Officials and according to the Workforce Investment Act legislative requirements:

  - A. In partnership with the Chief Elected Officials:
    - a) Develop and submit a local workforce business plan consistent with WIA, state plan, Workforce Arizona Council and other state administrative entity requirements; and
    - b) Select the local workforce system operator according to the Arizona One Stop Delivery System Policy; and
    - c) Select eligible youth service providers consistent with federal, state, and local procurement requirements; and
    - d) Select eligible providers of adult and dislocated worker intensive and training services; and
    - e) Assist the state administrative entity in maintaining a list of eligible training providers including cost and performance data through a local approval process; and
    - f) Conduct oversight of the one stop delivery system including all WIA activities; and
    - g) Negotiate local performance measures; and
    - h) Appoint a youth council to advise the LWIB on youth activities.
  - B. Approval required by the Chief Elected Officials:

Develop a budget for carrying out the duties of the LWIB.

### *ADMINISTRATIVE FUNCTIONS*

The CEO, Maricopa County Board of Supervisors, has designated Maricopa County Human Services Department responsible for the administrative functions and direct services for the WIA Title IB Adult, Youth, Dislocated Worker and Rapid Response programs and applicable set-aside service and grant administration. This is evidenced through CEO meeting minutes and within the Partnership Agreement between the CEO and the LWIB. The administrative entity is responsible for submitting administrative reports to the CEO, LWIB, and the Arizona DES.



## E: Administrative Structure

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### *FISCAL AGENT*

The CEO designated Maricopa County Human Service Department to serve as the fiscal agent responsible for the disbursement of grant funds, as designed by contractual obligations. Associated responsibilities include: hiring of the WIA Executive Director, in consultation with the LWIB; the use of grant funds to implement the Adult, Dislocated Worker, Youth, and Rapid Response programs; and maintains all fiscal and operational records. This is evidenced through CEO meeting minutes and within the Partnership Agreement between the CEO and the LWIB. The fiscal agent is responsible for submitting financial reports to the CEO, LWIB, and the Arizona DES.

### *E.2 Youth Councils*

*Describe the Local Workforce Area Youth Council, its membership, meeting schedules, purpose, and relationship to the Local Workforce Investment Board.*

The Youth Council is a Committee of the LWIB. The Chair of the Youth Council is appointed by the LWIB Chairperson and is a voting member of the LWIB.

Not all Youth Council members are LWIB members, and therefore do not have a vote on official LWIB business. The Youth Council Committee is advisory in nature and any recommendations are taken to the full LWIB for approval and/or further discussion. Youth Council meetings are held at least four (4) times a year.

Membership of the Youth Council shall include:

- Members of the Local Board with a special interest or expertise in youth policy.
- Representatives of youth service agencies, including juvenile justice and local law enforcement agencies.
- Representatives of local public housing authorities.
- Parents of eligible youth seeking assistance under the Workforce Investment Act.
- Individuals, including former participants.
- Representatives of organizations that have experience relating to youth activities.
- Representative of Job Corps, as appropriate.

## E: Administrative Structure



### 2014-2015 Maricopa Workforce Connections Youth Council Roster

Total Private: 6		Total Public: 12		Total Membership: 18		Quorum: 10	
Member Name	Title/Position/Addresses		Contact Information		Term Start/Renewal/Expiration		Industry
Private Membership							
JULIANA Martinez	P R I V A T E	Personal Caregiver Arlon Care Solutions, LLC. 1405 N Dobson Rd # 3 Chandler, AZ 85224	Phone: Fax: Cell: Email:	(602) 252-6721 x224  (602) 350-0898 julianamr164@gmail.com	Term Expiration: June 30, 2014 Original Start Date: March 15, 2012 Term(s) Renewed:	Participant	
RHONDA Melancon	P R I V A T E	Parent of WIA Youth 3457 E. Esid Ave Mesa, AZ 85204	Phone: Fax: Cell: Email:	(480) 807-2016   Sel2123660@maricopa.edu	Term Expiration: June 30, 2014 Original Start Date: Term(s) Renewed:	Parent	
IGNACIO Pesqueira	P R I V A T E	WIA Participant  Phoenix, AZ	Phone: Fax: Cell: Email:	(480) 278-4652   igacomputers@gmail.com	Term Expiration: Original Start Date: Term(s) Renewed:	June 30, 2014 April 24, 2009 2009; 2011	WIA Participant
SKYLAR Melancon	P R I V A T E	Youth Participant 3457 E. Esid Ave Mesa, AZ 85204	Phone: Fax: Cell: Email:	(480) 807-2016   Skylar.Melancon@asu.edu	Term Expiration: June 30, 2014 Original Start Date: Term(s) Renewed:	Youth	
SETH Melancon	P R I V A T E	Youth Participant 3457 E. Esid Ave Mesa, AZ 85204	Phone: Fax: Cell: Email:	(480) 807-2016   maryhuggins@usa.com	Term Expiration: June 30, 2014 Original Start Date: Term(s) Renewed:	Youth	
BOB NECKES	P R I V A T E	Client Operations Manager Corestaff Services 4410 E. Cotton Center Blvd Phoenix, AZ 85040	Phone: Fax: Cell: Email:	(602) 619-4797 (602) 804-3481  Robert.Neckes@corestaff.com	Term Expiration: June 30, 2014 Original Start Date: February 26, 2008 Term(s) Renewed: 2008; 2011	MWC Full Board Member,	
PATRICIA Wallace	P U B L I C	Assistant Director Maricopa Workforce Development 254 N. Central Ave., Suite 3201 Phoenix, AZ 85004	Phone: Fax: Cell: Email:	(602) 506-4346 (602) 506-6789  wallacep@mail.maricopa.gov	Term Expiration: Original Start Date: Term(s) Renewed:		
TONY Maldonado	P U B L I C	Director of Career and Technical Education Paradise Valley Unified School District 3950 E. Bell Road Phoenix, AZ 85032	Phone: Fax: Cell: Email:	(602) 448-7038  (602) 568-0227 tmaldonado@pvschools.net	Term Expiration: June 30, 2016, Education Original Start Date: July 1, 1999 Term(s) Renewed: 2001; 2003; 2005; 2007; 2009; 2011, 2014		
Dr. KAREN Poole	P U B L I C	Associate Director Workforce Development Maricopa Community Colleges 2411 W. 14th Street Tempe, AZ 85281	Phone: Fax: Cell: Email:	(480) 731-6206   Karen.Poole@dmcc.maricopa.edu	Term Expiration: June 30, 2018 Original Start Date: June 30, 2014 Term(s) Renewed:	Post-Secondary Education,	
DONNA McHenry	P U B L I C	Justice System Planning & Information Maricopa County Judicial System 301 W. Jefferson St., Suite 3200 Phoenix, AZ 85003	Phone: Fax: Cell: Email:	(602) 372-2471   mchenryd001@mail.maricopa.gov	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Judicial System,	
ERNEST Rose	P U B L I C	Superintendent Maricopa Regional School District 3409 W. Whittan Ave Phoenix, AZ 85017	Phone: Fax: Cell: Email:	(602) 763-3112 (602) 452-4720  ernest.rose@mrdsd.org	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Education,	



## E: Administrative Structure

LOUIS Goodman	F U B L I I C	Juvenile Reentry Services Administrator Arizona Department of Juvenile Corrections 1584 N. 12 <sup>th</sup> St Phoenix, AZ 85014	Phone: (602) 277-4255 Fax: (602) 364-1522 Cell: (602) 906-2831 Email: Lgoodman@azdjcc.gov	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Juvenile Justice
MIKE Bane	F U B L I I C	Juvenile Probation Officer Supervisor Maricopa County Juvenile Probation 1810 S. Lewis St. Mesa, AZ 85210	Phone: (602) 306-4586 Fax: (602) 306-2162 Cell: (602) 323-3031 Email: miban@juvenile.maricopa.gov	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Juvenile Justice
ANGELO Maisto	F U B L I I C	Special Projects Manager Maricopa County Juvenile Probation Department 3125 W. Durango Street Phoenix, AZ 85009	Phone: (602) 306-4350 Fax: Cell: Email: angma1@juvenile.maricopa.gov	Term Expiration: June 30, 2014 Original Start Date: July 1, 2008 Term(s) Renewed: 2010	Juvenile Justice
BRUCE Walls	F U B L I I C	Lieutenant Peoria Police Department Peoria Police Department 8331 W. Circular Ave Peoria, AZ 85345	Phone: (623) 773-8042 Fax: (623) 772-5029 Cell: Email: Bruce.Walls@peoriaaz.gov	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Law Enforcement
ALEX Jovanovic	F U B L I I C	Sr. Social Services Coordinator City of Tempe/Excelsior Community Center 2150 E. Orange St Tempe, AZ 85281	Phone: (480) 350-1811 Fax: (480) 350-1815 Cell: (602) 499 2007 Email: alex_jovanovic@tempe.gov	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Youth Service Agency
JANESE Bojorquez	F U B L I I C	HCV Program Supervisor Housing Authority of Maricopa County 8910 W. 76 <sup>th</sup> Ave Peoria, AZ 85345	Phone: (602) 744-4513 Fax: (602) 744-4545 Cell: Email: j.bojorquez@maricopahousing.org	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Public Housing
CHRIS Lopez	F U B L I I C	Youth & Community Engagement Supervisor City of Avondale 11465 W. Civic Center Drive Avondale, AZ 85323	Phone: (623) 335-2700 Fax: (623) 335-0270 Cell: Email: clopez@avondale.org	Term Expiration: June 30, 2016 Original Start Date: June 30, 2014 Term(s) Renewed:	Public Service Agency

## E: Administrative Structure



### Youth Board Composition Summary 2014

#### Background:

Per By Laws (2008): The ideal board member is an individual with a demonstrated interest in promoting and facilitating strategic alliances among youth-related public and private stakeholders within the Maricopa County area to ensure employment opportunities and career pathways for eligible youth, ages 14-21, whether in or out of school. *The following representatives MUST participate on the Youth Council:*

- 1) Members of the Local Board, such as educators, employers and representatives of human service agencies who have special interest or expertise in youth policy;
- 2) Members who represent service agencies, such as juvenile justice and local law enforcement agencies;
- 3) Members who represent local public housing authorities;
- 4) Parents of eligible youth seeking assistance under subtitle B of title I of WIA;
- 5) Individuals, including former participants and members who represent organizations that have experience relating to youth activities;
- 6) Members who represent the Job Corps; if a Job Corps Center is located in the local service area;
- 7) Other individuals who the chair of the local board in cooperation with the Chief Elected Official determines to be appropriate.

*Recommendations from the Local Workforce Investment Board and current Youth Council may be considered for appointments to the Youth Council.*

#### Current composition:

Private	Public
1. Juliana Martinez, Arion Care Solutions, LLC	Tony Maldonado, Paradise Valley Unified School District
2. Bob Neckes, Corestaff Services	Dr. Karen Poole, Maricopa Community Colleges
3. Rhonda Melancon, Parent of WIA Youth	Donna McHenry Maricopa County Judicial System
4. Ignacio Pesqueria, WIA Participant	Patricia Wallace, Maricopa Workforce Development
5. Skylar Melancon, Youth Participant	Ernest Rose, Maricopa Regional School District
6. Seth Melancon, Youth Participant	Louis Goodman, Arizona Dept. of Juvenile Corrections
7.	Mike Bane, Maricopa County Juvenile Probation
8.	Angelo Maisto, Maricopa County Juvenile Probation
9.	Bruce Walls, Lieutenant Peoria Police Department
10.	Alex Jovanovic, City of Tempe
11.	Janese Bojorquez, Housing Authority of Maricopa County
12.	Chris Lopez, City of Avondale
13.	Kathryn "Che" Collins, Job Corps
14.	Sharlett Barnett, ACYR
15.	Adam Soto, ACYR
16.	Laurie Dwyer, YESS
17.	Megan McGlynn, YESS

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The responsibilities of the Youth Council include:

- Coordinating activities for youth in Maricopa County.
- Developing portions of the local plan related to youth activities.
- Recommending eligible youth service providers in accordance with WIA Title I-B, subject to the approval of the LWIB Executive Committee.
- Providing oversight for eligible youth activity providers.
- Establishing linkages with educational agencies and other youth service providers.
- Carrying out various other duties as recommended by the Executive Committee.

Youth Council members must be subject to a Code of Conduct pertaining to unfair competitive advantage and conflict of interest. The unfair competitive advantage provisions prohibit a contractor that develops specifications, requirements, statements of work, invitations for bid, and requests for proposals from competing for the award.

To enable Youth Council members who are service providers or contractors to provide needed input while not creating an unfair competitive advantage, the Youth Council needs to ensure that vendors, or potential vendors, do not participate in certain processes. At a minimum, Youth Council members who are vendors should be excluded from the development of the request for proposal, statement of work, evaluation, and selection criteria.

In order to avoid the conflict of interest, a Youth Council member must excuse himself or herself from the decision-making process on contract selection that could benefit the member's organization. This applies to any decision on whether to award a contract to the Youth Council member's organization. It also applies to participating in the decision-making on competitors' proposals, since their rejection improves the chances of the member's proposal being selected. For example, if the Youth Council member's organization has submitted a proposal for providing alternative secondary education, they cannot be involved in the decision-making on any proposal with an alternative secondary education component. They could be involved in the decision-making in awarding a contract for a summer employment component, which did not have an alternative education component.

The Local Board must maintain signed statements of Youth Council members that disclose possible unfair competitive advantages and conflicts of interest.

*Describe how the Local Workforce Area Youth Council will provide guidance and oversight to ensure the needs of youth are being met.*

The Chair of the Youth Council is appointed by the LWIB Chairperson and convenes meetings at least four (4) times a year. In regard to the guidance and oversight, the Youth Council reviews enrollment information at each meeting as well as performance data and exit statistics. The Youth Council discusses areas for improvement and provides recommendations to the LWIB and WIA Executive Director. Recommendations may involve changes in policies or procedures. The Youth Council will evaluate the effectiveness of

## E: Administrative Structure

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service providers to carry out awarded program elements and provide information and recommendations to the LWIB regarding program design and service delivery.

*Describe the role of the Youth Council in the procurement of youth services.*

Member(s) of the Youth Council are part of the team that reviews and scores proposals received in response to the RFP. Each team member reviews and scores the proposals individually and then meets as a group to discuss the proposals and make recommendations. The team's recommendations are presented to the entire Youth Council for approval. The Youth Council's recommendations are forwarded to the Maricopa County Workforce Investment Board for approval. Procurement procedures will follow the code of conduct detailed above in this business plan.

### *E.3 Procurement:*

*Describe the competitive and non-competitive process used to award grants and contracts for activities under WIA Title 1B, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.*

The Human Services Department uses a competitive process in accordance with the WIA Regulations and Maricopa County procurement requirements. A Request for Proposal (RFP) is the primary tool for recruiting vendors to provide materials and services at the best available price. The purpose of the RFP is to provide a framework that specifies requirements and maximizes the competition to meet those requirements. In accordance with the Maricopa County Procurement Code, an RFP is developed, advertised and also sent to potential contractors for services. All proposals submitted are disclosed in a public meeting at a date, time and location specified in the RFP. The public opening is conducted by the procurement officer and all proposals submitted are recorded with the vendor name, address, contact information, time and date of proposal submission and the determination as to whether or not the proposal is appropriate to the RFP. Each proposal submitted is individually evaluated and compared with all of the other proposals submitted. To ensure that the evaluation is uniform and impartial, a matrix of the RFP requirements is prepared by the procurement officer. This matrix reflects criteria deemed important to achieving the purpose and goals of the program. The criteria are assessed from most critical to least critical and assigned proportional award points. These criteria are published in the RFP so that potential vendors can better structure their proposal to meet County requirements. All proposals submitted are reviewed and evaluated by the appropriate area experts. Once the evaluation is completed, the procurement officer collects the proposals and completed evaluation matrices and enters the scores assigned onto a spreadsheet for comparison purposes. The proposal that receives the highest numerical score is awarded the contract by the Board of Supervisors (BOS).

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The non-competitive (**sole source**) process used by the Human Services Department (HSD) is compliant with both WIA requirements and Maricopa County policies and procedures. The Workforce Investment Act requires a competitive bid is released prior to determining sole source. In the event, the competitive bid does not provide reasonable competition, the BOS may award a contract for a commodity or service without competition based on the written documentation submitted by the Using Agency that there is only one source for the required service. Sole source procurement is not used unless there is clear and convincing evidence that there is only one source. Any requests by a Using Agency to restrict procurement to one potential contractor must be accompanied by a written explanation as to the lack of suitability or acceptance of other sources to meet the need.

The Human Services Department utilizes Arizona's Statewide Eligible Training Provider list (ETPL) for training providers. The Department has not procured training services from other training providers for its WIA Adult and Dislocated Worker programs.

*Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.*

The criteria used for awarding youth contracts consists of reviewing the body of the proposals to include the target population and service area where services would be provided; the types of proposed programs and services; the objectives to be achieved through the proposed programs/services; the methods to conduct the desired outcomes; the type of facilities that will be used to provide activities and services; the database requirements to be used to track program participants and outcomes; how the contractors will evaluate and report that the methods and objectives are being met and followed; the contractor's previous experience and track record in providing services to youth; how the contractor will utilize other resources for referrals and description of collaborative partnerships for obtaining successful outcomes of goals; review of the contractor's qualifications and credentials of their staff as a provider of youth services; and budget projections. Maricopa County Quality Assurance staff monitors all youth providers on a bi-annual basis to ensure that activities are appropriate and in line with the current contracts. Youth providers submit monthly reports which are reviewed to ensure contract compliance and achievement of goals. If a provider is lacking in any area, the QA team provides technical assistance and appropriate training.

*Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the LWIB or One-Stop Operator.*

Any participating respondent or contractor may protest the proposed award or the award of a Maricopa County contract or any dispute related to their contract utilizing Maricopa County's established process as follows: Protests are to be filed with the Procurement Officer issuing the solicitation or contract. A written decision is made within 14 days after filing. Appeals are to be filed with Procurement Officer's respective department director within seven days from receipt of the Procurement Officer's decision. Appropriate remedies may include one or more of the following actions:



## E: Administrative Structure

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- ✓ Terminate the contract
- ✓ Reject and reissue the solicitation
- ✓ Issue a new solicitation
- ✓ Award a contract consistent with this code
- ✓ Decline to exercise an option to renew under the contract
- ✓ Amend the solicitation
- ✓ Such other relief as is determined necessary

### *E.4 Communication*

*Describe how the Local Workforce Area will communicate performance results to stakeholders.*

Performance results will be communicated to stakeholders primarily through the meetings of the LWIB. Many of the stakeholders intimately involved with workforce issues serve on the LWIB or are service providers who attend meetings of the board. When results of the yearly required Department of Labor performance measures are released by the Arizona Department of Economic Security, they are shared as an information item on the LWIB agenda. Additionally, performance results are shared with service providers when they negotiate contracts with the Local Board and during routine monitoring visits scheduled throughout the year by Local Board staff.

When WIA incentive funds are awarded to the LWIB for meeting or exceeding performance standards by the Arizona Department of Economic Security, the contracts must be reviewed by the Maricopa County Board of Supervisors. The LWIB has also contracted with the firm KOG Consulting Services to conduct a Return on Investment Report of the WIA Youth Program for program year 2011 - 2012. The LWIB was provided a copy of the report and presented the findings by the KOG consultant during the October 2013 LWIB meeting.

Performance data will be posted and available for jobseeker and business customer review at each comprehensive and affiliate Center. The data will provide information from the previous annual report and will be updated at least annually.

Center outreach materials will emphasize performance data to help customers make informed decisions about services and activities.

*Describe how the Local Workforce Area will communicate financial information and service information to stakeholders.*

The LWIB is involved in reviewing and recommending approval of the budget at the beginning

## E: Administrative Structure

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of the fiscal year. Maricopa County Human Services Department as the grant recipient is responsible for monitoring the financial operations of the LWIB. The financial operations are also regulated and monitored by the Arizona Department of Economic Security's WIA Fiscal Unit that must approve drawdowns and fiscal modifications. The Maricopa County Human Services Financial Services unit is subjected to all policy and procedures of the Maricopa County Board of Supervisors.

Service information is provided through the Local Board in a variety of manners. Information is given out at regularly scheduled Board meetings. This information is also provided on the Local Board's website, through advertising and the use of social media.

*Describe the communication protocol and how the Local Workforce Board, local elected officials, partners and all staff are informed on a regular basis regarding activities, performance outcomes, and budgets with at least one joint meeting held annually between the Chief Elected Officials and the Local Board.*

The communication protocol for the Local Workforce Board is being developed under the leadership of the Workforce Development Division's Assistant Director. The protocol is expected to be completed by October 1, 2014. Construction is underway to develop a communication protocol that will ensure formal dialogue in the areas of service delivery and integration, fiscal expenditures, performance outcomes and customer demographics.

Currently the majority of communication occurs at the Local Board meetings which are attended by key stakeholders and MWC staff. The MWC Board meetings will occur every other month at a minimum of six times per year.

Agendas for Full Board meetings will be developed by the Chair with input from the Maricopa County Workforce Development Division Assistant Director. Members must propose agenda items to the Chair at least ten (10) working days prior to the date of the meeting. Other agencies, groups, organizations, and/or individuals desiring to place items on the agenda must present them to the Chair or Workforce Development Division Assistant Director at least ten (10) working days prior to the date of the meeting. The board can utilize a consent agenda for action items that do not require discussion. However, board members may request that a particular item be removed from the consent agenda if discussion is required. Minutes and agendas, in addition to all other records related to board, Executive Committee, Youth Council and Ad hoc Task Force meetings will be kept at the Maricopa County Human Services Department offices and distributed as appropriate. Records of official minutes are open to the public for review at Maricopa County Human Services Department by appointment.

Annually, the MWC Executive Committee through the Maricopa County Workforce Development Division Assistant Director will hold an annual strategic planning retreat. If

## E: Administrative Structure

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necessary, a special meeting of the board may be called by the Chair as long as a 24-hour notice is given to board members.

*Describe in detail how the Local Board will resolve conflicts that may arise (but not limited to) between the following: Board members; Service delivery partners; Consortium partners*

All of the conflicts listed will be resolved by action(s) of the Local Board. **In the case of a conflict between Board Members**, the matter will be resolved by a meeting of the interested parties with the Executive Committee of the Local Board. The Executive Committee is comprised of the Officers of the Local Board. If the matter is not resolved at the Board level, the conflict may be elevated to the Maricopa County Board of Supervisors or to the Arizona Department of Economic Security for resolution.

**Conflicts with Service Delivery Partners** will be resolved in much the same manner as that listed above. However, it will usually develop in this manner: The Local Board will ask the staff for a detailed account of the conflict. Local Board staff will attempt to resolve the issue at the lowest possible levels of the organizations involved. If that doesn't resolve the issue, the matter will be referred to the Assistant Director of the Local Board. If the matter fails to be resolved at the Assistant Director's level, the matter will be referred to the Maricopa County Human Services Director for appropriate designation and/or recommendation. If the matter is subsequently still not resolved, the Local Board will advise the service provider or providers of their options for appealing to the Arizona Department of Economic Security.

**Conflicts with Consortium Partners** will be dealt with in a similar manner using the processes described in the Conflicts with Service Delivery Partners.



## F: Equal Opportunity and Affirmative Action

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### *Equal Opportunity and Affirmative Action*

*Reference Local Governance Policy; One-Stop Delivery System Policy; One-Stop Center Certification Policy*

*Describe how each access site identified in D.1 will ensure compliance with the State's Methods of Administration (i.e., Equal Opportunity and Americans with Disabilities Act requirements).*

The Workforce Development Division employs a EO Compliance Officer who conducts on-site quality assurance reviews on an annual basis of the One-Stop Centers, Affiliate sites and youth service providers to ensure that equitable and all non-discrimination policies (Affirmative Action, Americans with Disabilities Act, and Equal Opportunity Employment) are adhered to as required by law and regulations.

### **Affirmative Action Policy**

The Local Workforce Investment Board has an Affirmative Action Policy in compliance with the Workforce Investment Act Sections 188(a)(1),(2),(4), and (5) which ensures that no individual shall be excluded from participation in, denied benefit of, subjected to discrimination under, or denied employment in the administration of, or in connection with any such program under the title. The EO Officer monitors files on an annual basis to ensure that WDD and all youth service providers adhere to the Affirmative Action Policy.

### **Americans with Disabilities Act**

The Local Workforce Investment Board is in compliance with the Americans with Disabilities Act of 1990, and all requirements imposed by or pursuant to the implementing regulations. The LWIB works in collaboration with mandated partner programs to ensure that Americans with disabilities receive timely and appropriate services.

### **Equal Opportunity Employment Policy**

The Local Workforce Investment Board has an Equal Opportunity Employment Policy in compliance with Section 188(a)(1) and (2) which ensures that no individual shall be subjected to discrimination relating to employment in the administration of or in connection with any such program under this title. The LWIB works closely with its various partners to ensure that services are delivered on a non-discriminatory basis. No person shall be discriminated against on the grounds of age, gender, disability, religion, race, color, national origin, citizenship and political affiliation or belief.

The State's Methods of Administration is comprised of nine elements that describe the actions the LWIB has taken and will continue to take to ensure that its WIA Title 1-financially assisted

## F: Equal Opportunity and Affirmative Action

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programs, activities, and recipients are complying, and will continue to comply, with the nondiscrimination and equal opportunity requirements of the WIA regulations.

A flyer is posted in a highly visible area within the One-Stop centers, affiliate sites, and youth service provider locations with all the contact information related to equal opportunity and appeals. In addition, job seekers are provided information at the time of enrollment. The Career Center Complaint Process defines the process for receiving, reviewing, documenting and acting on customer complaints, excluding alleged discrimination. The Program Complaint Process outlines the process for WIA participants that feel they are not receiving appropriate or adequate services to assist them with their employment goals. This includes the denial of WIA-funded training services, case management, supportive services, or any other services funded under WIA. It is the responsibility of their Career Guidance Specialist to inform the participant of the reason(s) for denial of services and inform them of their right for a higher review.

The Discrimination Complaint Process outlines the process for WIA participants that have complaints that are discriminatory in nature. The policy provides the procedures required for prompt and equitable resolution when any person or specific class of individuals files a complaint that he/she has been or is being subjected to discrimination. This regulation identifies the grounds or basis upon which a discrimination complaint may be filed.

**Provide contact information and identification of the Local, State, and Federal EO Officers available in all facilities used to conduct WIA Title 1 funded activities or trainings.**

**Local:**

Diana Shepherd  
Equal Opportunity Officer  
735 N. Gilbert Rd. Ste. 134  
Gilbert, AZ 85234  
Phone (602)372-9739/ TTY (602)372-9792  
Fax (602) 372-9794  
[shepherd@maricopa.gov](mailto:shepherd@maricopa.gov)

**State:**

Lynn A. Nedella  
State WIA EO Officer/DES  
1789 W. Jefferson Site Code 920Z  
Phoenix, Arizona 85007  
Phone (602) 542-3957/ TTY/TDD 7-1-1  
Fax (602) 542-2491  
[WIAStateEOOfficer@azdes.gov](mailto:WIAStateEOOfficer@azdes.gov)

**Federal:**

Naomi M. Barry-Perez  
Director Civil Rights Center U.S. Dept. of Labor  
200 Constitution Avenue Room N-4123  
Washington, D.C. 20210  
Fax: (202)693-6505  
TTY: (202)693-6516

### G: Evaluation and Market Analysis

The Local Workforce Area Business Plan must describe the labor market and economic context in which the local workforce system (including all the programs in the State Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations.

The Local Workforce Area Business Plan must include the following specific information:

1. An assessment of the current situation and projected trends of the Local Workforce Area's economy, industries and occupations, including major economic regions and industrial and occupational sectors.

The Arizona Department of Administration (ADOA) produces an updated industry forecast every year as additional information becomes available from various data sources. As per the updated forecast for 2013, Arizona's Nonfarm employment will continue to grow gradually. A moderate improvement in Arizona's Nonfarm employment is expected in 2014. In comparison to the employment forecast released earlier in May 2013, Nonfarm employment growth has been forecast to be slightly better in 2013 with a modest improvement in 2014. An over-the-year gain of 48,500 Nonfarm jobs is expected in 2013 and 59,000 in 2014. In the current forecast, the rate of growth projected for total Nonfarm employment is 1.97 percent in 2013 and 2.35 percent in 2014 (Table 1).

#### Total Nonfarm Employment

Annual Average Growth Rate (Table1)

	2012a	2013b	2014b
Arizona	2.0%	2.0%	2.3%
Phoenix MSA <sup>1</sup>	2.4%	2.2%	2.6%
Tucson MSA <sup>2</sup>	1.5%	1.7%	2.1%
Balance of State <sup>3</sup>	0.6%	1.0%	1.3%

1) Maricopa and Pinal counties

2) Pima County

3) Arizona less Maricopa, Pinal, and Pima counties

a) Historical (BLS Current Employment Statistics)

b) Forecast

## G: Evaluation and Market Analysis

A total of 107,500 Nonfarm jobs are forecast to be gained over the two projected years (2013 & 2014). The previous forecast, published in May 2013, projected a 46,500 job (1.89 percent) gain in 2013 and 51,800 job gain (2.07 percent) in 2014; slightly fewer job gains in both 2013 and 2014 than the current forecast is projecting. The overall employment situation in Arizona continues to improve. This is consistent with improvement seen in many economic indicators including population growth. Compared to 2012, population grew faster in 2013 based on our internal EPS ADOA preliminary numbers. Previously released population projections also call for faster population growth in 2014. Arizona's year-over-year average employment growth rate exceeded the national average in both 2012 and year to date in 2013. Despite the forecasted employment growth in ten of the eleven major sectors in 2013 and 2014, overall Nonfarm employment levels remain well below their prerecession peak.

The most recent partial federal government shutdown in October 2013 is estimated to reduce fourth quarter US economic growth from 0.6 to 0.3 percentage points or from \$24 to \$12 billion dollars. The year 2013 is expected to have a real annual average Gross Domestic Product (GDP) growth rate of slightly less than 2.0 percent. The most recent threat of not raising the federal government debt ceiling resulted in a short lived spike in short-term interest rates and a decline in consumer confidence.

There are some sectors where the forecast has changed more than others. The major sectors with larger projected job gains or smaller projected job losses include: Natural Resources and Mining, Construction, Information, Professional and Business Services, and Educational and Health Services. On the other hand, the major sectors with smaller forecast job gains or larger projected job losses include: Manufacturing; Trade, Transportation and Utilities; Leisure and Hospitality; Other Services; and Government.

Table 2(Arizona Sector Employment) describes the average over-the-year percentage change for each sector for 2012, 2013, and 2014, where 2012 is the base year and 2013 and 2014 are forecast years. Job gains are projected in all major sectors of the Arizona economy with the exception of one sector during the forecast time period. This would suggest a continuous improvement in the rate of Nonfarm employment gains in 2013 and 2014 compared to 2012.

### Arizona Sector Employment

Average Annual Over-the-Year Change (Table 2)

	2012(a)	2013(b)	2014(b)
<b>Total Nonfarm</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.3%</b>
Construction	4.4%	7.1%	7.1%
Natural Resources & Mining	9.5%	6.5%	3.1%
Profess & Business Svcs	2.5%	4.0%	4.9%
Financial Activities	3.0%	3.7%	2.5%
Information	3.2%	2.6%	1.5%
Leisure & Hospitality	2.9%	2.1%	2.8%
Educational & Health Svcs	2.9%	1/6%	2.4%
Government	0.6%	0.7%	07%

## G: Evaluation and Market Analysis

Trade, Trans. & Utilities	1.1%	0.6%	1.2%
Manufacturing	3.1%	0.6%	1.0%
Other Services	2.6%	0.6%	0.0%

a) Historical (BLS Current Employment Statistics)

b) Forecast

On the following page (**Figure 1- 2012-2014 Arizona Forecast of Employment Change**) describes the sectors of the Arizona economy with projected gains and losses in employment from 2012 to 2014. Gains in ten sectors and a loss in one sector are expected over the two year period.

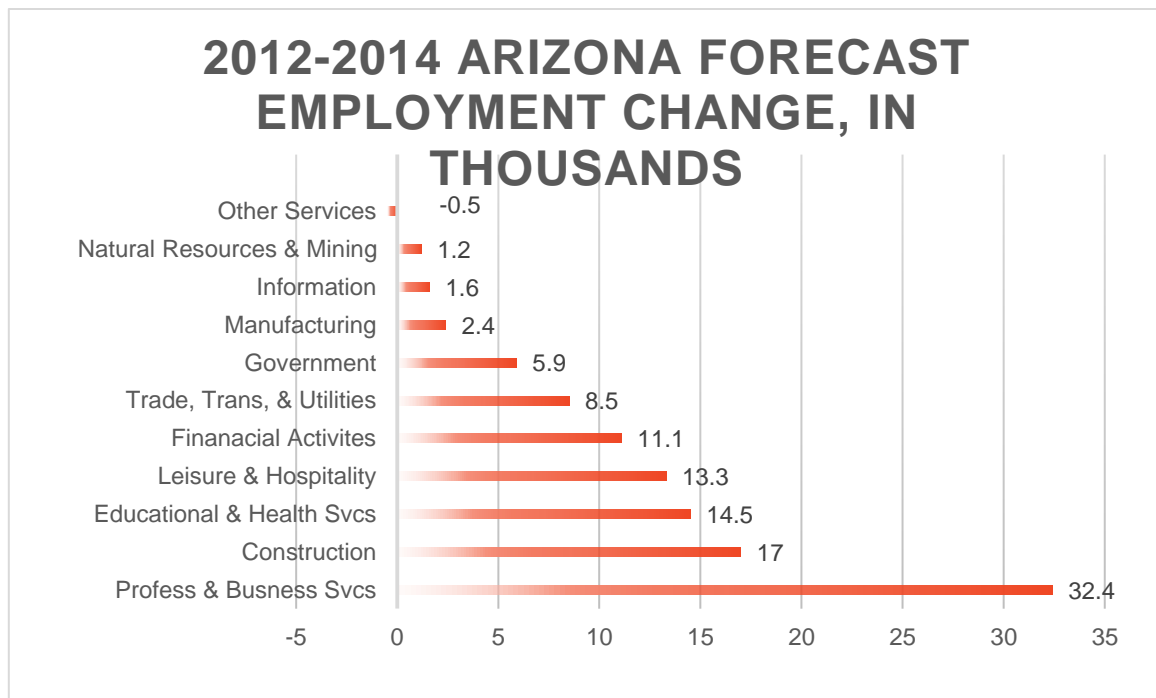


Figure 1:

For the 2012 to 2014 forecast time period, the major sectors with the largest projected employment gains are: Professional and Business Services (32,400 jobs); Construction (17,000 jobs); Educational and Health Services (14,500 jobs); Leisure and Hospitality (13,300 jobs); Financial Activities (11,100 jobs); Trade, Transportation and Utilities (8,500 jobs); Government (5,900 jobs); and Manufacturing (2,400 jobs). Smaller gains are forecast for Information (1,600 jobs) and Natural Resources and Mining (1,200 jobs) sectors. The only major sector with a projected loss in employment for 2012 to 2014 is Other Services sector (500 jobs).

During the two-year forecast time period, the major industry sectors arranged in the descending order of growth rates are: Construction (14.7 percent); Natural Resources and Mining (9.8

## G: Evaluation and Market Analysis

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percent); Professional and Business Services (9.1 percent); Financial Activities (6.3 percent); Leisure and Hospitality (5.0 percent); and Information (4.2 percent). Relatively, slower rates of growth are projected for Educational and Health Services (4.0 percent); Trade, Transportation and Utilities (1.8 percent); Manufacturing (1.5 percent); and Government (1.4 percent). The only major sector with forecast job losses is Other Services (-0.6 percent).

### **Professional and Business Services (PBS):**

The PBS sector is projected to have an increase of 14,300 jobs (4.0 percent) in 2013 and 18,100 jobs (4.9 percent) in 2014. The sub-sectors with the largest projected job gains over the projection period include Employment Services along with Professional, Scientific and Technical Services. Business firms are expected to hire contingent labor as a lower-cost means to expand output during these uncertain times. All sub-sectors in PBS are projected to gain employment during the two-year forecast period.

### **Construction:**

This sector is forecast to gain 8,200 jobs (7.1 percent) in 2013 and 8,800 jobs (7.1 percent) in 2014. Job gains are forecast across all Construction sub-sectors with the largest employment gains expected in the Specialty Trades sub-sector. Other factors supporting growth in this sector are: home repair and maintenance activities, new infrastructure projects such as the expansion of light rail in Phoenix, and the development of new metal-ore mines.

### **Educational and Health Services (EHS):**

The EHS sector is forecast to gain 5,700 jobs (1.6 percent) in 2013 and 8,800 jobs (2.4 percent) in 2014. The largest projected increase in employment is forecast in the sub-sector of Ambulatory Health Care Services. Increases are also expected in Nursing and Residential Care Services and Social Assistance sectors. Hospitals are projected to have no change in employment levels in 2013 and have slight job gains in 2014. Federal government budget reductions, especially the sequester, the partial shutdown and conflict over increasing the debt ceiling, have the potential of curtailing employment growth in the health care sectors. Sub-sectors within Private Educational Services are forecast to have reductions in employment.

### **Leisure and Hospitality (L&H):**

The L&H sector is projected to have an increase of 5,700 jobs (2.1 percent) in 2013 and 7,600 jobs (2.8 percent) in 2014. The sub-sectors with the largest projected job gains are Food Services and Drinking Places. Fewer job gains are forecast in the sub-sectors of Accommodations and Arts, Entertainment and Recreation. Sequestration cuts, a tighter fiscal environment, and the partial federal government shutdown are expected to limit business and recreational related travel. However, domestic and international tourism demand is projected to bolster employment in the Leisure and Hospitality sector.

### **Financial Activities (FA):**

This sector is projected to have an employment increase of 6,500 jobs (3.7 percent) in 2013 and 4,600 jobs (2.5 percent) in 2014. The job growth in Financial Activities over the two year period is projected to slow in 2014 when compared to 2013. The employment forecast is reinforced by rising interest rates in 2014, which could hinder employment growth in this sector. 23 During the 2013 and 2014 forecast time frame, the sub-sectors with the largest projected gains in

## G: Evaluation and Market Analysis

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employment are: Credit Intermediation and Monetary Authorities; Insurance, Funds and Trusts; Real Estate, Rental and Leasing; and Securities, Commodities Contracts, and Investments.

### **Trade, Transportation and Utilities (TTU):**

The TTU sector is forecast to gain 2,900 jobs (0.6 percent) in 2013 and 5,500 jobs (1.2 percent) in 2014. Retail Trade is the TTU sub-sector with the largest projected employment gain, with the majority of these gains coming from Motor Vehicles and Parts Dealers. Fewer gains are forecast in Wholesale Trade, Transportation and Warehousing, and Utilities sectors. Within Retail Trade sub-sectors, all components are projected to post employment gains. However, Air Transportation, which is a sub-sector of Transportation, and Warehousing and Utilities, are forecast to have job losses as a consequence of industry consolidation and looming budget cuts.

### **Government:**

This sector is forecast to gain 2,900 jobs (0.7 percent) in 2013 and 3,000 jobs (0.7 percent) in 2014. However, job losses are projected for the Federal Government and the non-education sectors of the State Government.

### **Manufacturing:**

This sector is projected to have an employment increase of 900 jobs (0.6 percent) in 2013 and 1,500 jobs (1.0 percent) in 2014. During the two-year forecast, job gains are anticipated in Durable Goods sub-sectors Fabricated Metal Products and Aerospace Products and Parts, with the exception of Computer and Electronic Products. Non-Durable Goods sector is also forecast to gain jobs. In the face of continued reductions in federal spending, defense-related industries are expected to have leaner staffing levels.

### **Information:**

This sector is projected to have a gain in employment of 1,000 jobs (2.6 percent) in 2013 and an increase in employment of 600 jobs (1.5 percent) in 2014. During the 2012 to 2014 projections time frame, slowing job gains are forecast in both the Telecommunications and Non-Telecommunications subsectors.

### **Natural Resources and Mining (NRM):**

The NRM sector is forecast to gain 800 jobs (6.5 percent) in 2013 and 400 jobs (3.1 percent) in 2014. From 2012 to 2014, slowing job gains are projected in the Natural Resource and Mining sub-sectors. Gradual recoveries in the Euro Monetary Zone, Asia, and Latin American economies are expected to bolster export demand.

### **Other Services (OS):**

OS is forecast to lose 500 jobs (-0.6 percent) in 2013 and remain flat in 2014. Continued employment uncertainty, reduced wages and benefits, large consumer and mortgage debt, rising food, energy and health care costs have reduced the amount consumers give as charitable contributions to various establishments. These establishments include foundations or charitable trusts, religious, professional, and civic organizations, etc. These projected losses in employment in the OS sector reflect the reductions in revenues to these establishments.



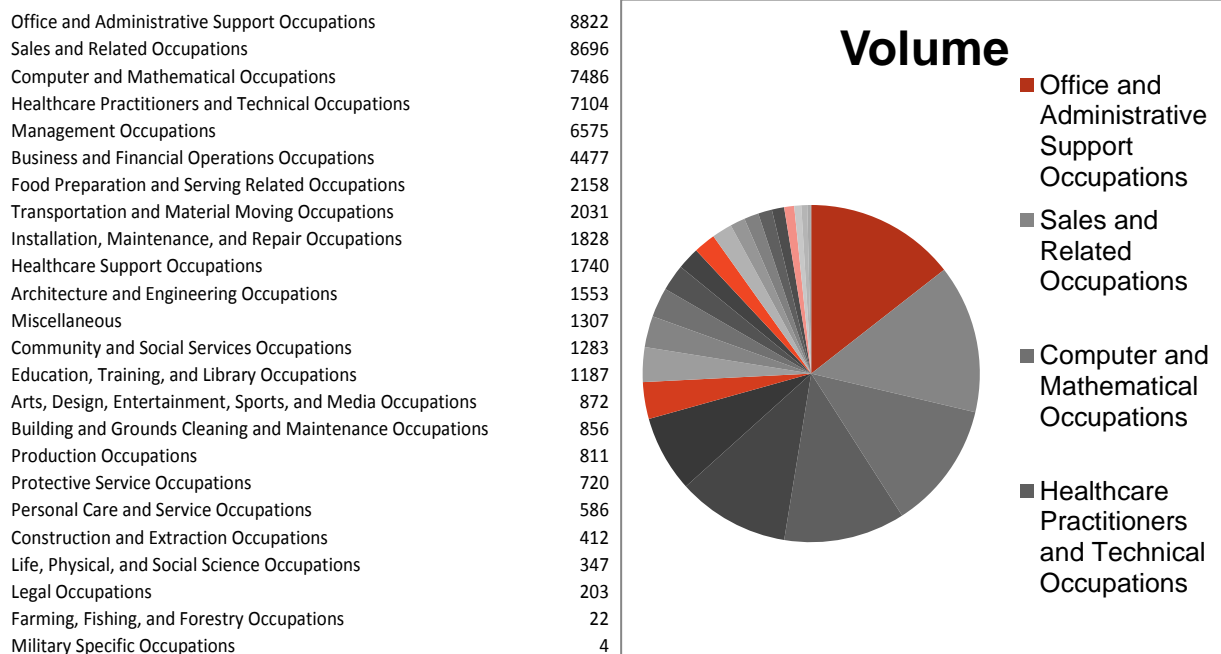
## G: Evaluation and Market Analysis

2. *An assessment of the workforce skills and knowledge individuals need to find current and future employment in the local area, particularly those skills and knowledge identified by employers as necessary for economic growth in the Local Workforce Area.*

Maricopa Workforce Connections LWIB with the assistance of the Business Services Team strive to use a number of data mining tools to assist in evaluating current and future employment in our local areas. In 2013 the workforce team began analyzing labor market data through Wanted Analytics. The distinct difference between this approach and the traditional labor market information is that the information is reflective of real time data.

The chart on the following page was developed using Wanted Analytics information over a four month period from January 2014 – April 2014.

### EMPLOYMENT BY SECTOR



This information provides the number of job made available in sectors during a specified time frame. Thus supporting the sector strategy of providing training and education in the occupations of health care and information technology. It also supports decision making other demand areas such as sales, office and administration, financial, transportation, installation,

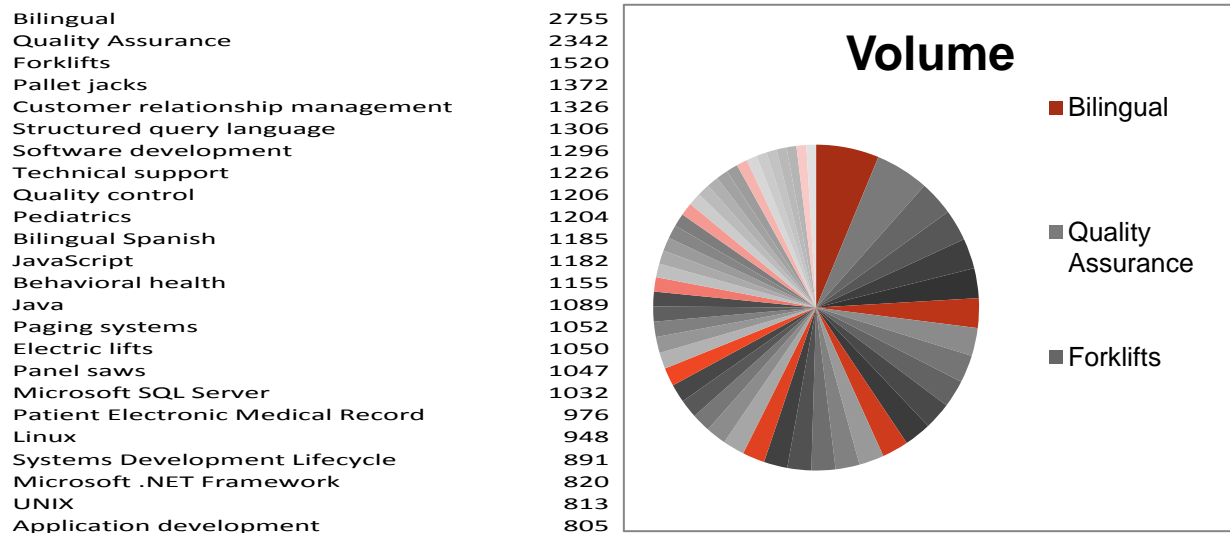


## G: Evaluation and Market Analysis

maintenance and repair and manufacturing.

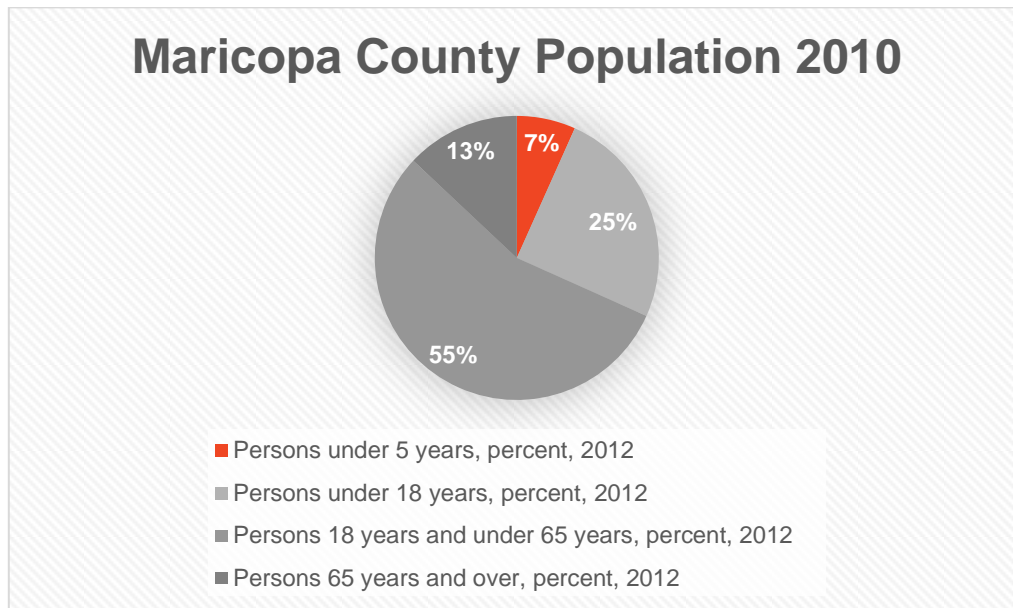
Another innovative and real time means to identify occupational skills is provided by Wanted Analytics during the same four month period. The chart on the following page identifies a number of skills required through job counts during a four month period. The most widely requested skill from a number of employers is the ability to be bilingual and the most requested language is Spanish. A number of employers are looking for I.T. specific certifications

### JOB COUNT BY SKILLS



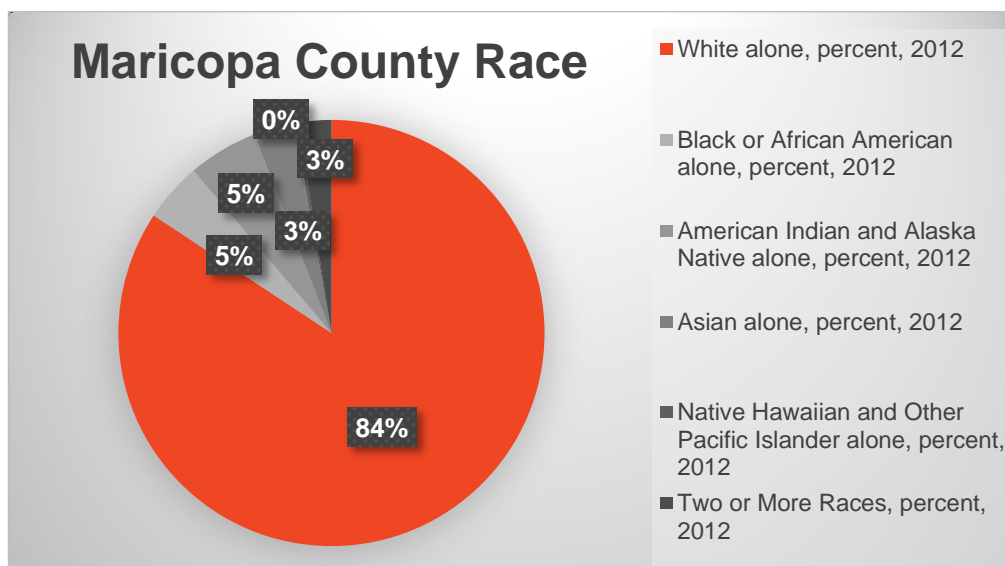
3. A description of the characteristics and employment-related needs of the Local Workforce Area's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities.

### POPULATION



According to 2010 census data the population of Maricopa County was just under 3.9 million people. According to the data 55% of the population is between the ages of 18 years and under 65 years. That 55% represents more than half the potential workforce population in Maricopa County.

### RACE



## G: Evaluation and Market Analysis

White and Hispanic race represents 84% of the population within Maricopa County, while African American and American Indian and Alaska Native each represent 5% each of the total population. These four races represent over 90% of the total population within Maricopa County.

### MARICOPA COUNTY GEOGRAPHICAL RACE DATA 2010

Subject	Number
<b>RACE</b>	
Total population	3,817,117
One race	3,685,349
White	2,786,781
Black or African American	190,519
American Indian and Alaska Native	78,329
American Indian, specified [1]	59,982
Alaska Native, specified [1]	417
Both American Indian and Alaska Native, specified [1]	20
American Indian or Alaska Native, not specified	17,910
Asian	132,225
Native Hawaiian and Other Pacific Islander	7,790
Some Other Race	489,705
Two or More Races	131,768
Two races with Some Other Race	47,514
Two races without Some Other Race	74,753
Three or more races with Some Other Race	2,881
Three or more races without Some Other Race	6,620
<b>HISPANIC OR LATINO</b>	
Total population	3,817,117
Hispanic or Latino (of any race)	1,128,741
Mexican	975,622
Puerto Rican	22,044
Cuban	7,558
Other Hispanic or Latino [2]	123,517
Not Hispanic or Latino	2,688,376
<b>RACE AND HISPANIC OR LATINO</b>	
Total population	3,817,117
One race	3,685,349
Hispanic or Latino	1,068,020
Not Hispanic or Latino	2,617,329
Two or More Races	131,768
Hispanic or Latino	60,721
Not Hispanic or Latino	71,047

## G: Evaluation and Market Analysis

The 2010 census data above breaks down the race into total numbers and detailed information on the Hispanic or Latino demographics. This data supports previous skill data identified by analysis from Wanted Analytics that the skill for bilingual Spanish speaking employees is a critical skill within Maricopa County. 2010 census data also provides analysis that almost 18% of the households in Maricopa County speak Spanish.

### Language Spoken at Home

	Maricopa County	%	Arizona	U.S.
English	1,041,976	75.27%, <a href="#">see rank</a>	73.93%	79.79%
Spanish	244,861	17.69%, <a href="#">see rank</a>	18.73%	11.46%
Other Indo-European Languages	44,970	3.25%, <a href="#">see rank</a>	2.76%	4.58%
Asian and Pacific Islander Languages	33,608	2.43%, <a href="#">see rank</a>	1.97%	3.22%
Other	18,943	1.37%, <a href="#">see rank</a>	2.61%	0.95%

### MARICOPA COUNTY AGE DEMOGRAPHICS – 2010 CENSUS DATA

	Subject	Maricopa County, Arizona			
		Total		Male	Female
		Estimate	Margin of Error	Estimate	Estimate
	Total population	3,841,819	*****	1,901,825	1,939,994
	AGE				
	Under 5 years	7.4%	*****	7.6%	7.2%
	5 to 9 years	7.3%	+/-0.1	7.5%	7.1%
	10 to 14 years	7.3%	+/-0.1	7.5%	7.0%
	15 to 19 years	7.1%	+/-0.1	7.4%	6.8%
	20 to 24 years	7.1%	+/-0.1	7.4%	6.8%
	25 to 29 years	7.3%	*****	7.5%	7.2%
	30 to 34 years	7.0%	*****	7.1%	6.8%
	35 to 39 years	6.8%	+/-0.1	6.9%	6.8%
	40 to 44 years	6.9%	+/-0.1	7.0%	6.8%
	45 to 49 years	6.7%	*****	6.8%	6.7%
	50 to 54 years	6.3%	*****	6.3%	6.4%
	55 to 59 years	5.5%	+/-0.1	5.3%	5.7%
	60 to 64 years	4.9%	+/-0.1	4.7%	5.2%
	65 to 69 years	3.8%	+/-0.1	3.6%	4.1%
	70 to 74 years	2.9%	+/-0.1	2.8%	3.1%
	75 to 79 years	2.3%	+/-0.1	2.1%	2.5%
	80 to 84 years	1.7%	+/-0.1	1.4%	2.0%

## G: Evaluation and Market Analysis

	85 years and over	1.5%	+/-0.1	1.1%	1.9%

In Maricopa County females have a slightly higher representation of the total population with a percentage rate of just over 51%. Interestingly, males have a slightly higher population percentage rate from under age 5 to 54. From age 55 to 85 years and over females have a higher percentage of representation for those age categories.

Today, a number of factors are prompting America to change the way it thinks about age and work. The economic downturn, shifting perceptions of retirement, increased workplace flexibility and the aging of the "baby boomer" generation are all contributing to people working longer. To retain the talents of these valuable, skilled workers, employers can implement a variety of workplace practices, many of which benefit all workers and make good business sense. According to the data provided in the table below almost 60% of the population between 55 to 64 years is estimated to be employed. That would be a total of 240,627 estimated workers employed in Maricopa County.

### MARICOPA COUNTY 2010 CENSUS DATA

Subject	Maricopa County, Arizona							
	Total		In labor force		Employed		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Population 16 years and over	2,942,044	+/- 1,459	65.1%	+/-0.2	59.1%	+/-0.2	9.0%	+/-0.2
AGE								
16 to 19 years	218,341	+/- 1,462	40.1%	+/-0.8	29.8%	+/-0.9	25.4%	+/-1.2
20 to 24 years	272,305	+/-100	75.5%	+/-0.7	65.0%	+/-0.8	13.3%	+/-0.7
25 to 44 years	1,077,753	*****	82.0%	+/-0.3	75.3%	+/-0.3	7.7%	+/-0.3
45 to 54 years	502,692	*****	81.3%	+/-0.4	75.2%	+/-0.5	7.4%	+/-0.3
55 to 64 years	401,045	+/-86	64.4%	+/-0.5	59.7%	+/-0.5	7.3%	+/-0.4
65 to 74 years	259,734	+/-83	23.3%	+/-0.6	21.7%	+/-0.6	6.8%	+/-0.7
75 years and over	210,174	+/-111	5.2%	+/-0.3	4.7%	+/-0.3	8.1%	+/-1.9
Population 20 to 64 years	2,253,795	+/-122	77.9%	+/-0.2	71.3%	+/-0.2	8.2%	+/-0.2
SEX								
Male	1,121,062	+/-107	84.9%	+/-0.3	77.2%	+/-0.3	8.7%	+/-0.2
Female	1,132,733	+/-68	71.0%	+/-0.3	65.5%	+/-0.3	7.7%	+/-0.2
With own children under 6	199,820	+/- 2,810	62.5%	+/-0.9	56.1%	+/-0.9	10.1%	+/-0.7

## G: Evaluation and Market Analysis

years								
DISABILITY STATUS								
With any disability	186,163	+/- 2,884	45.4%	+/-0.8	37.6%	+/-0.8	16.9%	+/-1.0
EDUCATIONAL ATTAINMENT								
Population 25 to 64 years	1,981,490	+/-87	78.2%	+/-0.2	72.2%	+/-0.3	7.6%	+/-0.2
Less than high school graduate	271,357	+/- 3,936	64.5%	+/-0.9	55.9%	+/-0.9	13.2%	+/-0.7
High school graduate (includes equivalency)	431,372	+/- 5,137	74.6%	+/-0.4	67.3%	+/-0.5	9.7%	+/-0.5
Some college or associate's degree	680,798	+/- 5,661	80.4%	+/-0.4	73.9%	+/-0.4	7.7%	+/-0.3
Bachelor's degree or higher	597,963	+/- 5,850	84.6%	+/-0.3	81.0%	+/-0.3	4.1%	+/-0.2

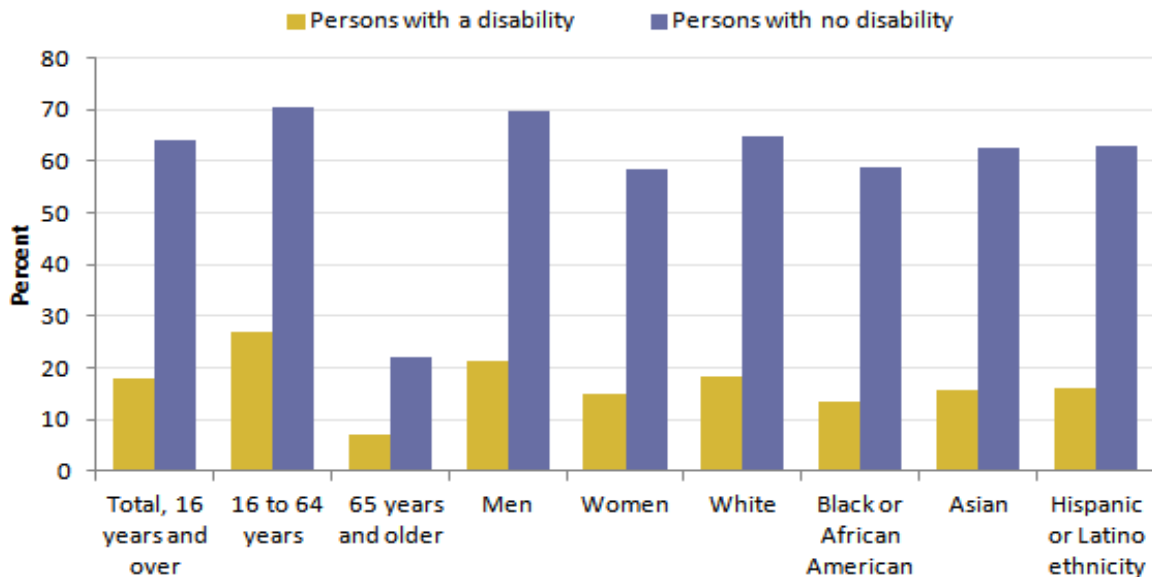
### INDIVIDUALS WITH DISABILITY

In Maricopa County it was estimated in 2010 that over 186,000 individuals have a disability status. The data reflects that less than 40% of those with a disability status are employed and that less than 17% are estimated to represent the unemployment rate within Maricopa County. Although data for Maricopa County wasn't able to provide information on disability status in regards to age, gender and race, the chart below provided by the U.S. Bureau of Labor Statistics provides comparison in all three categories.

Analysis of the Maricopa data provides some empirical evidence that there is an estimated 40 to 50 percent of individuals with a disability status that aren't represented in either the labor force or unemployment status.

## G: Evaluation and Market Analysis

**Employment-population ratio by disability status, age, sex, race, and Hispanic or Latino ethnicity, 2012 annual averages**



Source: U.S. Bureau of Labor Statistics.

4. *Based on the assessments above, an analysis of the skill and education gaps for all individuals within the Local Workforce Area, particularly for those individuals targeted by the programs included in the Local Workforce Area's Business Plan.*

Arizona's high schools, community colleges, and universities need to tailor their programs to ensure that they can meet the demand for degrees and other credentials needed for the coming years. As the state refines its position on encouraging new industries to improve Arizona's economic competitiveness, the educational institutions need to update their education and training opportunities to meet the new priorities and ensure a smooth transition from the classroom to the workplace.

According to Health Arizona's Community Dashboard, the high school dropout rate in Maricopa County for 2012-2013 was 3.1% that is lower than the Arizona state average of 3.5%. 2.7% of females were high school dropouts for 2012-2013 compared to 3.5% of males.

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### High School dropouts by race/ethnicity:

Race/Ethnicity	High School Dropout Rate
African American	4.0 %
Asian	1.2 %
Hispanic or Latino	4.3 %
Multiple Races	2.7 %
Native American	7.1 %
Native Hawaiian or Pacific Islander	3.6 %
White	1.8 %
Overall	3.1%

This chart shows the percentage of students from grades 7 -12 who dropped out of school in the previous academic year. The high school dropout rate is important because dropouts are more likely than people who finish high school to lack the basic skills required to function in an increasingly complicated job market and society. Adults with limited education levels are more likely to be unemployed, on government assistance, or involved in crime according to the Arizona Department of Education.

Period	High School Dropout Rate
2007 - 2008	3.0 %
2008 - 2009	2.5 %
2009 - 2010	2.5 %
2010 - 2011	2.6 %
2011 - 2012	3.2 %
2012 - 2013	3.1 %



## G: Evaluation and Market Analysis

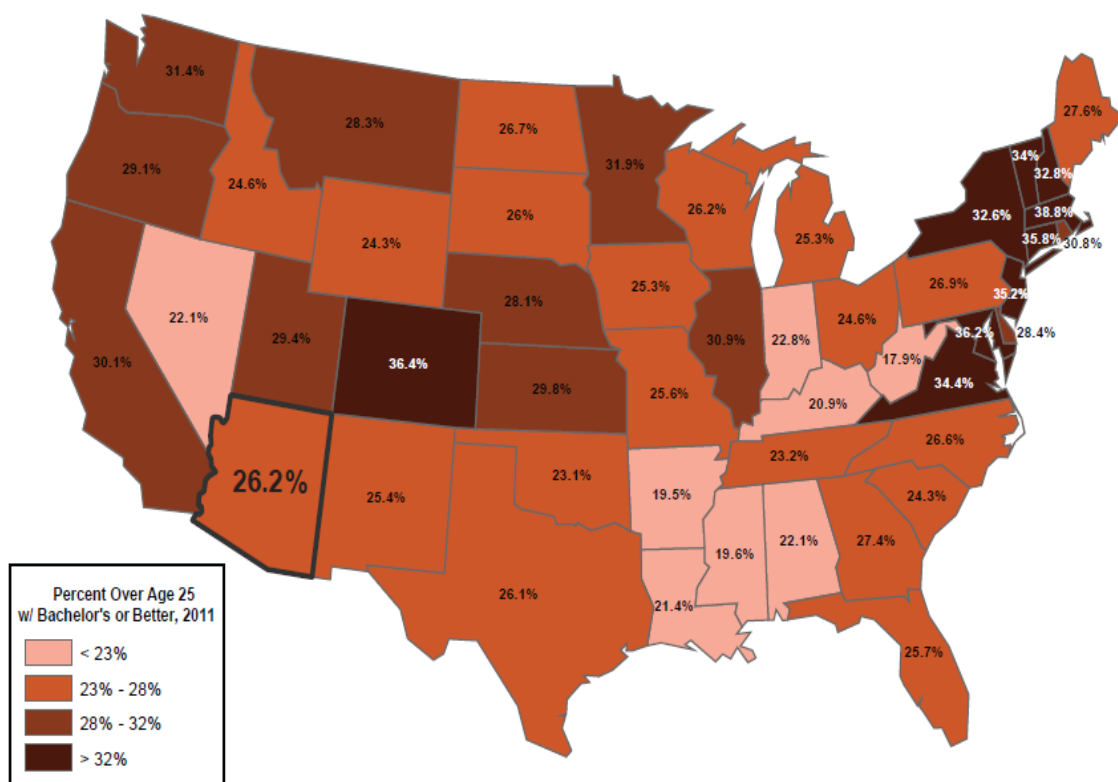
Literacy skills demanded by 21<sup>st</sup> century work and learning environments are increasingly more complex. According to the Read on Arizona Strategic Literacy Plan, in 2011, 42% of Arizona's fourth graders fell below basic reading levels on the National Assessment of Educational Program (NAEP). Certain populations of students are disproportionately affected: 58% of Hispanic students; 65% of Native American students; 70% of students with disabilities; and 85% of students with limited English proficiency scored below basic.

Many of the almost 800,000 Arizona children under age nine face significant barriers to school readiness, including poverty (23%), difficulty speaking and understanding English (47.6%), and lack of exposure to books and other literacy resources.

According to the Arizona Department of Education, 17% of residents who are 18 years and older lack a high school credential. 48% of adult learners are between the ages of 25 and 44. 57% of adults in Maricopa County enrolled in adult education classes for reading, writing and/or math proficiency skill levels at 8<sup>th</sup> grade or below.

### 5. *An analysis of the challenges associated with the Local Workforce Area's population attaining the education, skills, and training needed to obtain employment.*

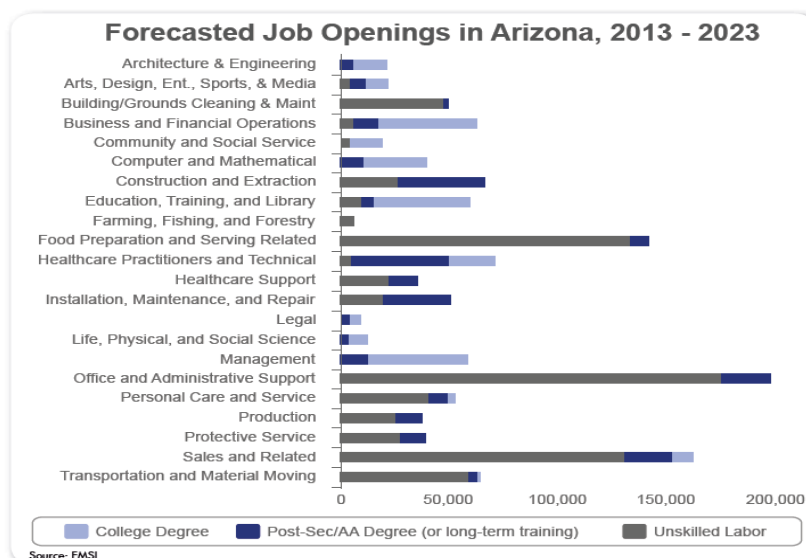
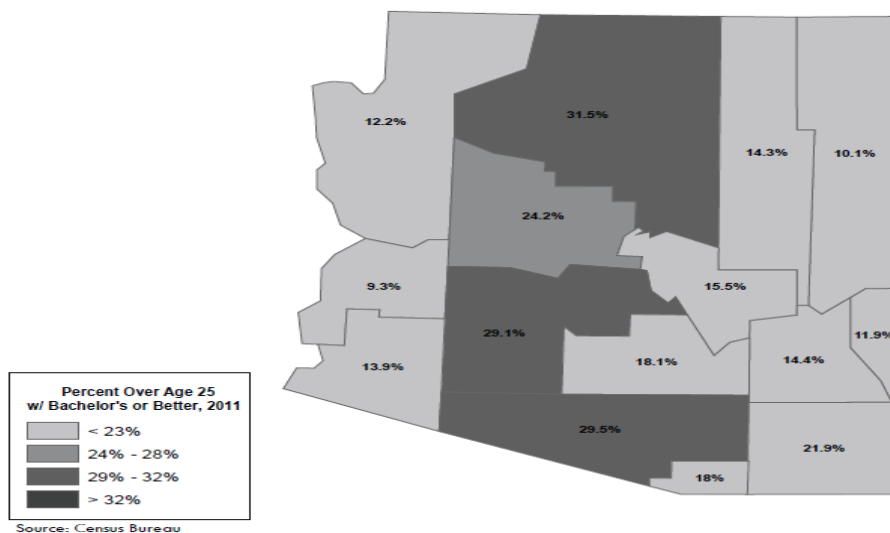
According to the Arizona Directions Report for 2014 it has been illustrated that nationwide, 28% of the population age 25 and over has a Bachelor's degree or better. In Arizona the figure is 26%, below the national average and far below our neighbor states of California, Utah, and



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Colorado The economic well-being of all citizens is enhanced when the educated portion of a population increases. The educated segment of the workforce is more highly paid, and their wages are passed around the community, which helps everyone. Additionally, areas with a higher percentage of educated people are better able to withstand economic disruptions because their workforce is more adaptive to changing conditions. An educated workforce is critical to economic growth and relief from boom-and-bust cycles.

The demographic below provides the percentage of individuals over the age of 25 who have attained a bachelor's degree within the 15 different counties located in Arizona. The educational attainment in Maricopa County is slightly above the national average with a 29.1% attainment rate. Coconino, Pinal and Maricopa have significantly higher rates of achievement which can be contributed to the locations of the three major universities located in the state.



The chart to the left represents the expected job openings broken down by occupation and educational requirements for entering that field. Over 1.2 million jobs are estimated to be available over the next 10 years. Of these openings, 20% are in occupations that generally require a bachelor's degree,

## G: Evaluation and Market Analysis

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22% will require an Associate's degree, other post-secondary certification, or long-term on-the-job training, and the remaining 58% are for occupations only requiring short-to-moderate term training. The percentage of unskilled, skilled, and highly educated labor that will be required in Arizona mirrors the national projection, as do the estimates for increased demand for trained healthcare, education, and computer professionals. As stated in the Arizona Directions 2014 report the challenge will be to make sure that the educational system from preschool all the way through university studies is capable of preparing people to fill these positions.

*6. A discussion of the ability of Local Workforce Area Workforce programs to meet the skill needs of employers in the state and close any skill gaps.*

The LWIB facilitates opportunities to meet skill needs and close skill gaps between what jobseekers have and what employers need. Participant needs are assessed starting with an initial assessment collected at the time of registration. If an individual is determined to need addition assistance due to lack of occupational and/or educational skills, the process for enrollment into intensive services is initiated. An Individual Employment is developed as a requirement when receiving intensive services. If intensive services are not sufficient to help the participant get and keep a job, training services may be provided if the individual is suitable and eligible.

Training services offered using Workforce Investment Act funding are directly linked to occupations that are in demand locally or in an area where the participant is willing to relocate. Training services may include assistance with tuition, child care, and purchase of tools, clothing, or equipment. Other support services may also be provided during core and intensive services as deemed necessary and appropriate. Participants are assigned a case manager to assist them in making informed choices regarding program participation and tuition assistance. The participant may be referred to other partner programs or community-based resources to properly address self-sufficiency barriers.

*Describe the criteria to be used by the Local Board, in compliance with 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or 133(b)(3) are limited, and the process by which any priority will be applied by the One-Stop operator.*

*The Workforce Investment Act under 134(d)(4)(E) states that in the event that funds allocated to a local board area for adult employment and training activities are limited, priority for intensive and training services funded with Title IB adult funds must be given to recipients of public assistance and other low income individuals in the local area. In the federal regulations 20 CFR 663.600, the U.S. Department of Labor (DOL) further specifies that funding is generally limited and therefore directs states and local areas to assure that low-income adults receive priority unless the availability of other funds can be demonstrated.*

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*Local Workforce areas are to submit a declaration of either “limited” or “unlimited” Adult program funding in accordance with WIA Guidance Letter No. 04-09*

The LWIB has declared “limited funds” status and gives priority for intensive and training services funded under Title IB Adult funds to recipients of public assistance and other low-income individuals. The LWIB has asked the Administrative Entity to research the possibility of declaring “unlimited” status. The LWIB will require an impact analysis and comparison data to make an informed decision regarding limited versus unlimited. The research will be complete by August 2014 for LWIB review and consideration. Any change from limited to unlimited would be effective October 1, 2014.

*What changes can be anticipated in the regional economy and local workforce that will have workforce development implications?*

Changes anticipated in the regional economy and the local workforce includes:

Retirements	According to the Arizona Sun Corridor – Get Into Energy Consortium. <a href="http://www.az.getintoenergy.com">www.az.getintoenergy.com</a> , a significant percentage of the current workforce is eligible to retire now or within the next five years. The energy industry alone reports nearly 50% of their workforce is becoming eligible to retire in the next few years. Government, education, healthcare, and other industries also have over 30% of their workforce eligible to retire. Workforce succession planning and obtaining additional business intelligence will be crucial for the local workforce system to respond to this unprecedented transition.
Technology	As technology advances in every industry, additional training and certifications will be needed to ensure the local area has a robust, qualified workforce.
Labor Shortage	Looking into the future, the local area is aware that the current growth rate, with the expectation of retirements will increase, and could lead to a shortage of labor in the local area. Arizona is not immune to this problem.

*What industries are growing? Declining?*

According to the Arizona Office of Employment and Population Statistics (EPS) the overall occupational growth from 2011 through 2013 is 4.1%. This represents a net gain of 107,432 jobs statewide. Twenty-one of the 22 major occupational groups are forecast to have net job gains over the two-year period. Only Farming, Fishing, and Forestry (-1% growth) occupations are expected to have net job losses. All of the major occupational groups are forecast to have

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job openings from replacement, as workers retire or find work in other fields. In Arizona, as in many other places, the number of openings created from replacements is forecast to be greater than the number of openings from growth. In addition to job gains from growth, 125,396 jobs are expected to come from replacement openings in 2011-2013 in Arizona. The table below illustrates the change in employment across major occupational groups over the 2011-2013 timeframe for Arizona.

SOC Code	Major Occupation Group	2011 Estimated	2013 Projected	2 Year Change Amount	2 Year Change Percent
<b>00-0000</b>	<b>Total, All Occupations</b>	<b>2,636,337</b>	<b>2,743,769</b>	<b>107,432</b>	<b>4.1%</b>
11-0000	Management	175,844	179,598	3,754	2.1%
13-0000	Business & Financial Operations	128,695	133,720	5,025	3.9%
15-0000	Computer & Mathematical	70,520	73,020	2,500	3.6%
17-0000	Architecture & Engineering	51,133	52,523	1,390	2.7%
19-0000	Life, Physical, & Social Science	21,241	21,748	507	2.4%
21-0000	Community & Social Services	40,323	41,545	1,222	3.0%
23-0000	Legal	23,106	23,785	670	2.9%
25-0000	Education, Training, & Library	151,254	155,352	4,098	2.7%
27-0000	Arts, Design, Entertainment, Sports, & Media	40,251	41,643	1,392	3.5%
29-0000	Healthcare Practitioners & Technical	140,124	149,320	9,196	6.6%
31-0000	Healthcare Support	70,384	75,398	5,014	7.1%
33-0000	Protective Service	73,856	73,962	106	0.1%
35-0000	Food Preparation & Serving Related	222,033	239,504	17,471	7.9%
37-0000	Building & Grounds Cleaning & Maintenance	101,932	106,634	4,702	4.6%
39-0000	Personal Care & Service	89,814	93,018	3,204	3.6%
41-0000	Sales & Related	295,539	307,391	11,852	4.0%
43-0000	Office &	439,960	453,161	13,201	3.0%

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	Administrative Support				
45-0000	Farming, Fishing, & Forestry	14,938	14,794	144	1.0%
47-0000	Construction & Extraction	124,588	134,067	9,479	7.6%
49-0000	Installation, Maintenance, & Repair	103,843	107,843	3,571	3.4%
51-0000	Production	106,434	110,778	4,344	4.1%
53-0000	Transportation & Material Moving	150,525	155,394	4,869	3.2%

*Identify existing and/or emerging industry sectors in which the local area will focus its workforce efforts.*

Due to the abundance of industry in and around Maricopa County, the LWIB has identified multiple industries that have potential for high growth, high demand:

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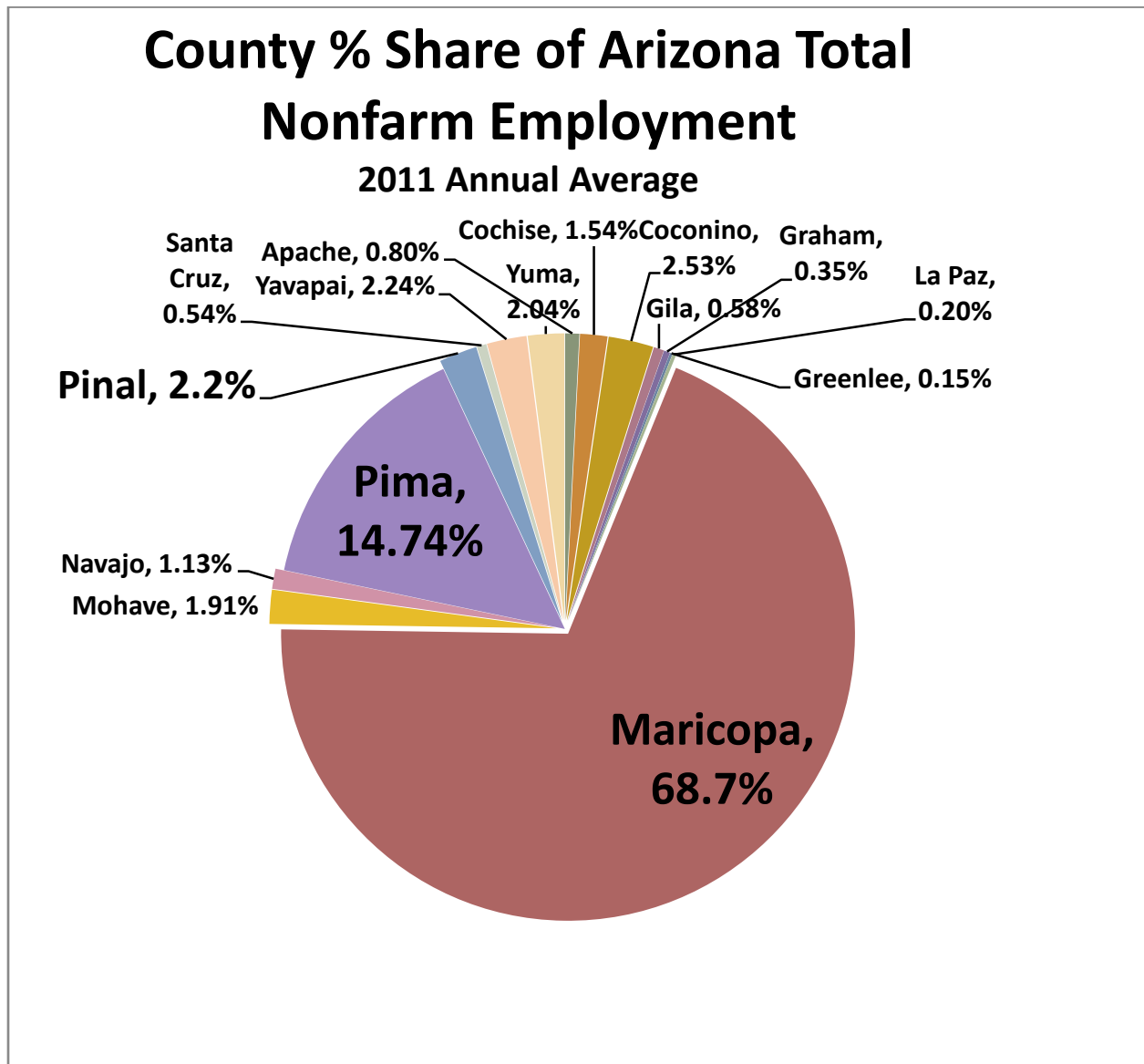
- Advanced Manufacturing
- Aerospace and Defense
- Bioscience
- Healthcare
- Information Technology
- Logistics and Transportation
- Renewable Energy

MWC will focus its business strategies on growth and emerging industry sectors using a combination of local labor market information and real time software applications like Wanted Analytics and job referrals made to Arizona Job Connections employment team. Utilizing these resources, such as the data below provided by the Arizona Department of Administration will assist in decision making to

Arizona Nonfarm Industry Employment Projections 2010 to 2020				
	Employment		10 Year Change	
	2010	2020	Number	Percent
<b>Total Nonfarm</b>	<b>2,382,000</b>	<b>2,893,960</b>	<b>511,960</b>	<b>21.5%</b>
<b>Major Sectors</b>				
Education and health services	344,800	456,490	111,690	32.4%
Professional and business services	339,800	441,170	101,370	29.8%
Trade, transportation, and utilities	467,800	562,910	95,110	20.3%
Leisure and hospitality	253,900	315,770	61,870	24.4%
Construction	111,500	166,240	54,740	49.1%
Government	416,300	451,340	35,040	8.4%
Financial activities	163,800	190,010	26,210	16.0%
Manufacturing	148,500	163,350	14,850	10.0%
Other services	88,200	95,350	7,150	8.1%
Information	36,400	38,450	2,050	5.6%
Natural resources and mining	10,900	12,890	1,990	18.3%
*Due to rounding, totals may not add up exactly.				

identify the state's major sectors. It is estimated that an additional 511,960 jobs will be made available in Arizona over the next 10 years. Almost half of those projected jobs will be in education & health services and professional & business services. The largest percentage of sector increase is projected to be in the area of construction.

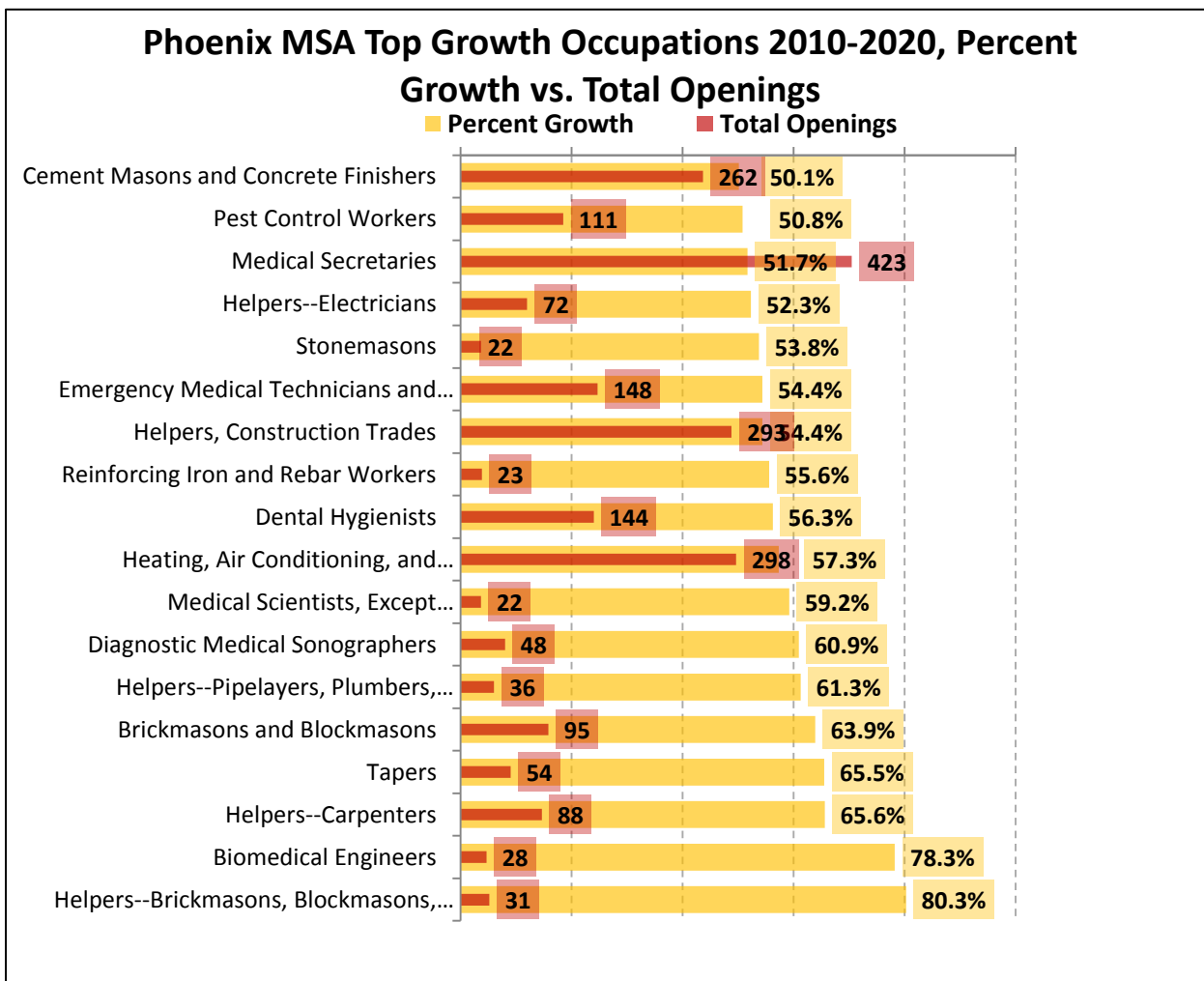




The pie chart above was provided by the Arizona Department of Administration and would support that a high percentage of the anticipate growth in sector occupations would occur within Maricopa County. This information would require continuous evaluation of labor market information in order to support a comprehensive sector strategy.

*Using the most current Labor Market Information provide the percent of jobs that exist in each sector in the local area and the number that are projected to exist in the next five years.*

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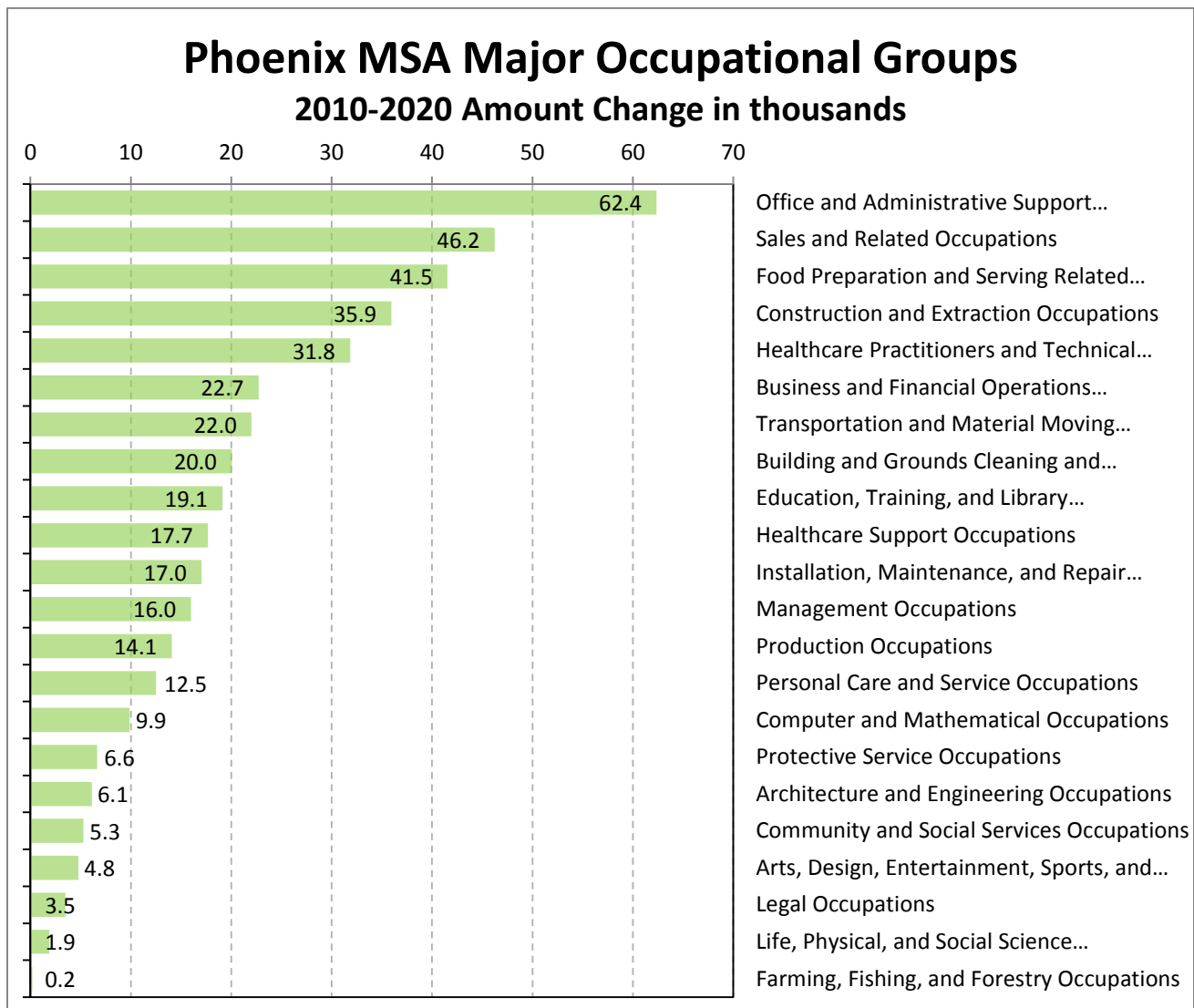


Construction and healthcare-related occupations are projected to lead all other occupations in numbers and by percentage growth. The chart above provided by the Arizona Department of Administration indicates by 2020 medical secretaries and emergency medical technicians and paramedics will grow by over 50%. Skilled trade occupations such as cement masons, electricians, and their helpers will also grow by 50%. Industries that currently dominate Maricopa County include low skill level jobs in hospitality, services, tourism, and construction. However, recent changes in the economy represent jobs requiring a higher-level skill set.

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While these high skill/ high wage occupations are targeted by the MWC Board as priority sectors, labor market data indicates a sustained need for low-wage, lower-skilled workers. During 2012-2014, 71.2% of all job openings projected for the greater Phoenix area will require a high school diploma or less. It is expected the number of employers requiring less than a high school diploma will continue to drop due to advances in technology and economy.

Every job requires core competencies that are fundamental to the success of the employee. Businesses are asking for work ready individuals who demonstrate strong essential employability skills or soft skills. These skills include, but are not limited to dependability, self-motivation, and positive representation of the business, employees who rise to the occasion, team players, positive attitudes, and a strong work ethic.



## G: Evaluation and Market Analysis

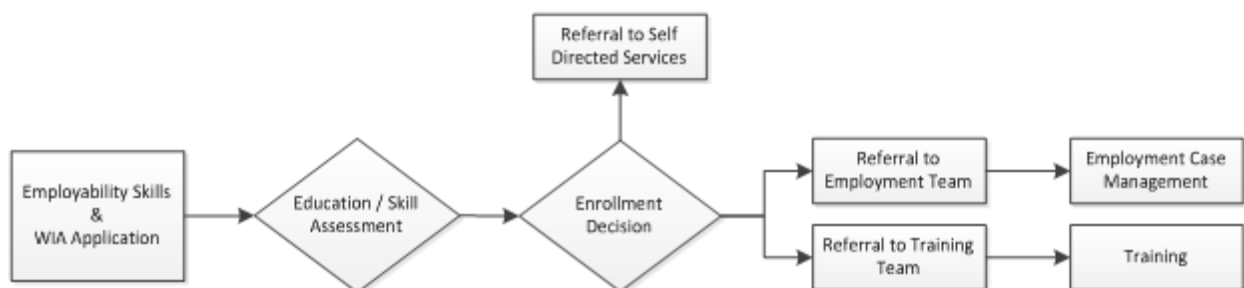
The information in the above chart represents the projected growth in occupations over the next ten years. This data is supportive the MWC current sector strategy and will continue to be a core decision making tool when evaluating sector involvement.

*Identify the level of educational attainment needed for the sectors selected and the recognized credentials that can be expected to be attained*

Maricopa Workforce Connections uses a decision making process that requires a combination of skill assessments that may include interests, skills and work values, along with the Test for Adult Basic Education. These decision making tools ensure the client has the required level of education and aptitude to complete training and be functional in the employment domain. The educational assessment is based on diagnostic to measure current knowledge and skills to identify suitable programs of study.

Prior to Maricopa Workforce Connection's new method of administering training grants, the qualification for training was subjective based on the case manager's assessment of the client. Under MWC's new method, determinations are assessed based on testing to establish skill baselines, determination of personality, vocational aptitude, transferable skills, values and occupational interests using standard assessment tools. All of this information will be used to assist the client in analyzing what level of education or job training is required for a career path in a demand occupation.

Based on the Welcome Team model, clients are provided a 'relational path' based on criterion referenced assessments, type of training requested and skills required and outcomes that relate to the desired occupation / employment. The following diagram outlines the implemented model:



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The process requires MWC staff to engage the job seeker on using labor market information, but also incorporate training and education resources to cross check occupational titles with training and educational requirements. MWC incorporates a number of informational resources when cross walking demand occupations with training and education requirements. The Bureau of Labor Statistics created TERM a Training & Educational Resource Model that ranks occupational titles based on openings, wages, skills, growth and turnover.

The following four charts are examples of the top occupational titles ranked according to project openings over a ten year period. Chart one ranks according to occupations that require an associate degree. These occupations all fall into the sectors of healthcare, information technology and manufacturing.

Associate Degree Occupation Rankings 2008-'18							
From the TERM (Training & Education Resource Model)							
Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1 (See notes page for detailed information)							
Rank	SOC Code	Occupational Title	Openings	2009 Hourly Wage	D-NET Score	Growth Rate	Turn-over Rat
1	29-1111	Registered Nurses	1,658	\$32.27	645	2.3	1.3
106	15-1041	Computer Support Specialists	368	\$23.27	575	0.1	0.0
158	29-2071	Medical Records and Health Information Technicians	174	\$16.15	516	1.7	0.8
30	29-2034	Radiologic Technologists and Technicians	159	\$25.25	624	1.7	1.2
75	23-2011	Paralegals and Legal Assistants	150	\$22.86	530	1.7	1.5
10	29-2021	Dental Hygienists	142	\$35.58	585	3.2	1.6
155	17-3023	Electrical and Electronic Engineering Technicians	109	\$24.41	562	0.2	0.1
45	29-1126	Respiratory Therapists	104	\$22.45	692	2.5	1.4
113	29-2012	Medical and Clinical Laboratory Technicians	98	\$18.37	627	1.8	1.0
225	29-2056	Veterinary Technologists and Technicians	98	\$13.09	582	2.3	0.9
209	43-6012	Legal Secretaries	95	\$19.25	484	0.7	0.5
117	17-3022	Civil Engineering Technicians	61	\$23.34	590	1.2	0.6
340	19-4093	Forest and Conservation Technicians	60	\$16.53	647	-0.2	0.0
131	17-3026	Industrial Engineering Technicians	45	\$20.83	649	1.5	0.8
95	29-2031	Cardiovascular Technologists and Technicians	43	\$21.42	657	2.9	2.0
279	27-1025	Interior Designers	43	\$23.36	609	-0.4	0.0
96	49-9062	Medical Equipment Repairers	42	\$22.07	712	2.3	0.8
301	13-2021	Appraisers and Assessors of Real Estate	39	\$24.30	580	-0.6	0.0
136	31-2021	Physical Therapist Assistants	36	\$21.02	608	2.6	1.8
50	29-1124	Radiation Therapists	32	\$32.01	675	3.5	1.9
67	29-2032	Diagnostic Medical Sonographers	30	\$32.66	639	1.9	1.3
335	19-4031	Chemical Technicians	23	\$20.59	595	0.1	0.1
409	27-4012	Broadcast Technicians	17	\$18.94	633	-1.1	0.0
308	17-3027	Mechanical Engineering Technicians	15	\$23.40	683	0.0	0.0
86	29-2033	Nuclear Medicine Technologists	14	\$34.77	701	1.8	1.2

\*Training and educational levels as provided by Bureau of Labor Statistics (BLS) data. The training descriptions are provided as general guidelines and are not absolute requirements for employment.

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Chart two ranks according to occupations that require On the Job Training. These occupations all fall into the sector of services and hospitality.

On The Job Training (OJT) Occupation Rankings 2008-'18								
From the TERM (Training & Education Resource Model)								
Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1 (See notes page for detailed information)								
Rank	SOC Code	Occupational Title	Openings	2009 Hourly Wage	O-NET Score	Growth Rate	Turn-over Rat	Training / Education Requirements*
282	41-2011	Cashiers	3,324	\$10.05	514	0.8	0.2	Short-Term On-The-Job Training
281	35-3031	Waiters and Waitresses	3,293	\$10.31	474	1.0	0.2	Short-Term On-The-Job Training
235	41-2031	Retail Salespersons	3,239	\$12.24	477	0.9	0.3	Short-Term On-The-Job Training
153	43-4051	Customer Service Representatives	3,031	\$15.45	441	1.5	0.5	Moderate-Term On-The-Job Training
221	35-3021	Combined Food Preparation and Serving Workers, Including	1,831	\$8.85	458	2.0	1.0	Short-Term On-The-Job Training
255	43-5081	Stock Clerks and Order Fillers	1,460	\$10.79	398	1.3	0.5	Short-Term On-The-Job Training
386	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,290	\$11.71	368	-0.4	0.0	Short-Term On-The-Job Training
216	43-9061	Office Clerks, General	1,246	\$13.71	456	0.7	0.5	Short-Term On-The-Job Training
332	35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	1,086	\$8.70	436	0.9	0.1	Short-Term On-The-Job Training
174	33-9032	Security Guards	861	\$11.85	592	1.3	0.6	Short-Term On-The-Job Training
266	37-3011	Landscaping and Groundskeeping Workers	837	\$11.14	365	0.9	0.8	Short-Term On-The-Job Training
370	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	800	\$10.59	465	-0.2	0.0	Short-Term On-The-Job Training
265	43-4171	Receptionists and Information Clerks	749	\$12.87	476	0.6	0.2	Short-Term On-The-Job Training
313	35-9021	Dishwashers	692	\$8.75	330	1.5	0.4	Short-Term On-The-Job Training
277	35-2021	Food Preparation Workers	685	\$10.62	517	0.8	0.2	Short-Term On-The-Job Training
245	35-2014	Cooks, Restaurant	671	\$10.66	530	1.0	0.4	Long-Term On-The-Job Training
333	35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	653	\$8.98	416	1.1	0.2	Short-Term On-The-Job Training
101	49-9042	Maintenance and Repair Workers, General	646	\$17.09	627	0.7	0.4	Moderate-Term On-The-Job Training
289	43-5071	Shipping, Receiving, and Traffic Clerks	620	\$12.25	551	0.1	0.1	Short-Term On-The-Job Training
133	53-3032	Truck Drivers, Heavy and Tractor-Trailer	592	\$19.13	524	0.5	0.3	Short-Term On-The-Job Training
184	43-3031	Bookkeeping, Accounting, and Auditing Clerks	587	\$17.07	468	0.4	0.3	Moderate-Term On-The-Job Training
267	35-2011	Cooks, Fast Food	577	\$8.85	515	1.2	0.5	Short-Term On-The-Job Training
177	43-4041	Credit Authorizers, Checkers, and Clerks	569	\$12.05	485	5.2	1.8	Short-Term On-The-Job Training
124	43-3011	Bill and Account Collectors	547	\$15.47	512	1.7	0.9	Short-Term On-The-Job Training
294	25-9041	Teacher Assistants	544	\$11.27	494	0.5	0.2	Short-Term On-The-Job Training

\* Training and educational levels as provided by Bureau of Labor Statistics (BLS) data. The training descriptions are provided as general guidelines and are not absolute requirements for employment.

\*Training and educational levels as provided by Bureau of Labor Statistics (BLS) data. The training descriptions are provided as general guidelines and are not absolute requirements for employment.

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Chart three ranks according to occupations that require Graduate Degrees. These occupations all fall into the sector of healthcare and sciences.

Graduate Degrees Occupation Rankings 2008-'18									
From the TERM (Training & Education Resource Model)									
Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1 (See notes page for detailed information)									
Rank	SOC Code	Occupational Title	Openings	2009 Hourly Wage	O-NET Score	Growth Rate	Turn-over Rat	Training / Education Requirements*	
20	23-1011	Lawyers	279	\$54.27	568	0.5	0.3	First Professional Degree	
4	29-1051	Pharmacists	212	\$51.38	554	2.1	0.9	First Professional Degree	
87	21-1012	Educational, Vocational, and School Counselors	186	\$21.73	560	1.1	0.6	Master's Degree	
33	25-9031	Instructional Coordinators	182	\$23.29	647	1.8	0.8	Master's Degree	
187	25-1191	Graduate Teaching Assistants	174	\$15.61	445	1.6	0.9	Doctoral Degree	
169	21-1023	Mental Health and Substance Abuse Social Workers	119	\$18.63	538	1.2	0.5	Master's Degree	
12	29-1021	Dentists, General	109	\$77.12	777	1.1	0.4	First Professional Degree	
8	29-1123	Physical Therapists	103	\$34.88	659	2.3	1.9	Master's Degree	
166	25-4021	Librarians	77	\$23.07	647	0.3	0.1	Master's Degree	
37	25-1194	Vocational Education Teachers, Postsecondary	73	\$29.23	636	1.9	1.1	Doctoral Degree	
141	19-3031	Clinical, Counseling, and School Psychologists	69	\$29.72	537	0.4	0.1	Doctoral Degree	
26	29-1071	Physician Assistants	68	\$40.60	566	3.4	1.9	Master's Degree	
15	25-1071	Health Specialties Teachers, Postsecondary	67	\$60.26	647	1.6	0.9	Doctoral Degree	
25	25-1011	Business Teachers, Postsecondary	67	\$50.16	607	1.5	0.9	Doctoral Degree	
80	29-1127	Speech-Language Pathologists	67	\$28.05	632	1.0	0.6	Master's Degree	
14	29-1062	Family and General Practitioners	60	\$76.44	672	1.7	1.0	First Professional Degree	
44	29-1122	Occupational Therapists	59	\$31.23	626	1.7	0.9	Master's Degree	
21	19-1042	Medical Scientists, Except Epidemiologists	51	\$34.15	697	3.8	1.9	Doctoral Degree	
16	29-1063	Internists, General	47	\$84.92	679	1.8	1.0	First Professional Degree	
45	29-1041	Optometrists	44	\$57.40	715	0.9	0.3	First Professional Degree	
17	29-1061	Anesthesiologists	42	\$108.66	753	1.8	1.0	First Professional Degree	
134	19-2041	Environmental Scientists and Specialists, Including Health	42	\$26.64	711	0.5	0.2	Master's Degree	
84	29-1011	Chiropractors	41	\$32.40	686	0.8	0.4	First Professional Degree	
92	15-2031	Operations Research Analysts	41	\$30.85	605	1.2	0.4	Master's Degree	
105	25-1121	Art, Drama, and Music Teachers, Postsecondary	40	\$23.52	608	1.9	1.1	Doctoral Degree	

\* Training and educational levels as provided by Bureau of Labor Statistics (BLS) data. The training descriptions are provided as general guidelines and are not absolute requirements for employment.

Chart three ranks according to occupations that require Bachelor's Degree. These occupations all fall into the sectors of healthcare, advanced manufacturing, financial and business services, and information technology,



## G: Evaluation and Market Analysis

### Bachelor's Degree Occupation Rankings 2008-'18

From the TERM (Training & Education Resource Model)

Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1 (See notes page for detailed information)

Rank	SOC Code	Occupational Title	Open-ings	2009 Hourly Wage	O-NET Score	Growth Rate	Turn-over Rat	Training / Education Requirements*
29	11-1021	General and Operations Managers	1,243	\$50.23	659	-0.5	0.0	Bachelor's Or Higher Deg. + Work Exp.
73	25-2031	Secondary School Teachers, Except Special and Vocational Education	1,081	\$20.99	647	0.5	0.2	Bachelor's Degree
11	13-2011	Accountants and Auditors	872	\$28.13	582	1.4	0.8	Bachelor's Degree
51	25-2021	Elementary School Teachers, Except Special Education	794	\$20.41	611	1.2	0.5	Bachelor's Degree
18	13-1111	Management Analysts	362	\$34.30	657	0.5	0.3	Bachelor's Or Higher Deg. + Work Exp.
7	11-2022	Sales Managers	298	\$44.63	577	1.2	0.6	Bachelor's Or Higher Deg. + Work Exp.
23	13-1073	Training and Development Specialists	276	\$25.80	606	1.8	0.7	Bachelor's Degree
19	15-1051	Computer Systems Analysts	274	\$40.72	619	0.5	0.2	Bachelor's Degree
2	15-1081	Network Systems and Data Communications Analysts	268	\$33.17	669	4.1	2.3	Bachelor's Degree
82	25-2022	Middle School Teachers, Except Special and Vocational Education	229	\$19.85	633	1.2	0.5	Bachelor's Degree
3	11-9111	Medical and Health Services Managers	224	\$37.86	707	1.4	0.8	Bachelor's Or Higher Deg. + Work Exp.
48	13-1071	Employment, Recruitment, and Placement Specialists	208	\$24.53	543	1.8	0.7	Bachelor's Degree
35	19-3021	Market Research Analysts	199	\$29.15	517	1.6	0.6	Bachelor's Degree
65	41-3031	Securities, Commodities, and Financial Services Sales Agents	194	\$34.95	544	0.2	0.1	Bachelor's Degree
6	15-1031	Computer Software Engineers, Applications	171	\$40.71	607	1.5	1.8	Bachelor's Degree
59	11-3011	Administrative Services Managers	169	\$28.32	577	0.8	0.4	Bachelor's Or Higher Deg. + Work Exp.
156	27-1024	Graphic Designers	168	\$21.30	550	0.3	0.1	Bachelor's Degree
9	17-2112	Industrial Engineers	166	\$40.86	638	1.4	0.5	Bachelor's Degree
115	15-1021	Computer Programmers	163	\$34.73	571	-1.3	0.0	Bachelor's Degree
40	11-3031	Financial Managers	162	\$45.27	589	0.3	0.1	Bachelor's Or Higher Deg. + Work Exp.
5	15-1032	Computer Software Engineers, Systems Software	158	\$40.42	647	1.4	1.7	Bachelor's Degree
72	27-3031	Public Relations Specialists	154	\$25.41	539	1.3	0.6	Bachelor's Degree
22	15-1071	Network and Computer Systems Administrators	153	\$31.91	697	0.8	0.5	Bachelor's Degree
31	13-2051	Financial Analysts	150	\$32.13	559	1.3	0.7	Bachelor's Degree
34	29-2011	Medical and Clinical Laboratory Technologists	144	\$23.54	685	1.7	0.9	Bachelor's Degree

\*Training and educational levels as provided by Bureau of Labor Statistics (BLS) data. The training descriptions are provided as general guidelines and are not absolute requirements for employment.

TERM data and other like sources used by post-secondary education systems, colleges, universities, and apprentices are all being incorporated in MWC's career and skill development team to support the talent pipeline to the identified sectors of growth. Efforts will continue to data mine information, but also incorporate sector strategies outlined by Arizona Commerce Authority and continued dialogue and information gathering from the top 100 employers in Maricopa County.

## G: Evaluation and Market Analysis

*Identify the resources available for training in the workforce development area, including primary and secondary education systems, colleges, adult workforce centers, private training providers, local one-stop centers, etc.*

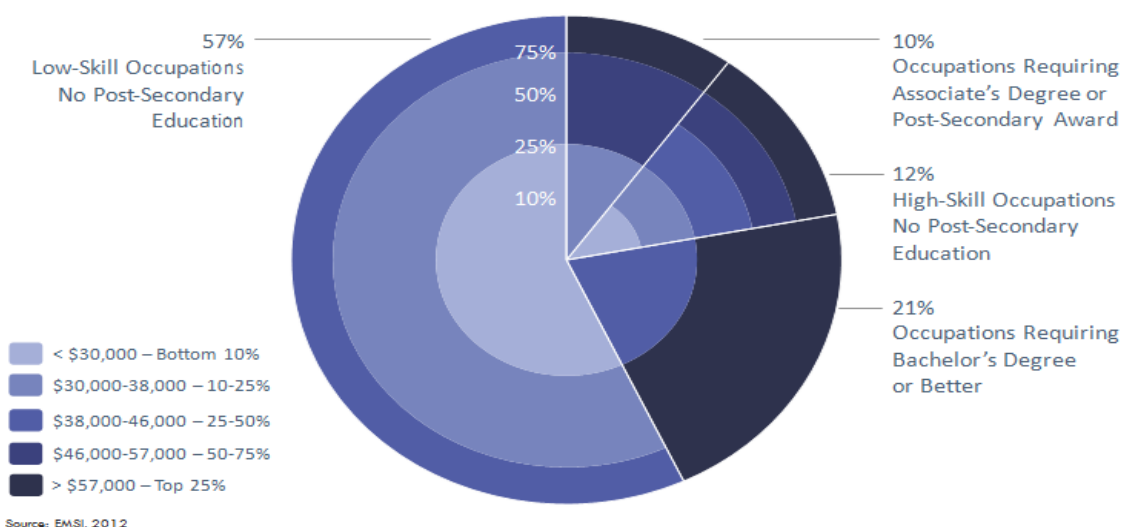
Businesses need to hire workers that have skills that will allow them to do their jobs efficiently. In today's economy, that means workers with specialized skills that are usually acquired through years of education and training. Businesses looking to set up shop in Arizona need to be assured that when they get here they will have a ready supply of qualified workers. The high-wage jobs that will make life better for all Arizonans are closely tied to the education and training of our workforce.

Today's universities, community colleges, and trade schools are the factories we rely on to churn out the workers for tomorrow. But nobody knows exactly what sort of education will be needed for the jobs of the future.

### WITHOUT TRAINING AND SKILLS, HIGHER INCOME IS OUT OF REACH

Median earnings (salaries, benefits, and proprietor's income) for Arizona workers were approximately \$46,000 in 2012. Fifty-seven percent of Arizona's workforce is in occupations that require little or no training to enter the field, and the vast majority of them earn less than the median. This likely puts the American dream, of decent housing and the occasional new car, out of reach. Income distribution is heavily skewed toward occupations requiring increasing levels of training and education. For those striving for a better future, making an investment in education is a good bet.

### Earnings by Educational Expectations for the Arizona Workforce



## G: Evaluation and Market Analysis

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The chart above provided by the Morrison Institute not only supports training and skills, but the correlation between education and earnings. The more educated an individual in the workforce is, the higher the earnings.

Training services are available to employed and unemployed adults and dislocated workers who have met the eligibility requirement for intensive services. Training services are provided through Individual Training Accounts that allow adults and dislocated workers to purchase training services. Training services are intended to be provided in a manner that maximizes informed customer choice and may only be purchased through training providers that are on the State's list of eligible training providers (ETPL). The ETPL is continuously updated with the most current information on training programs and providers in order to give individuals a wide variety of training programs and occupational choices.

A training program may consist of one or more courses or classes, or structured regiment that leads to a certificate or degree or the skills or competencies needed for a specific job or jobs or occupation. The eligible training provider list may be viewed at:  
<https://www.azjobconnection.gov/ada/skillmatch/> Web site.

## G: Evaluation and Market Analysis

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### Waivers

*Describe how state approved waivers will be used by the Local Workforce Areas delivery of The State has requested and been approved for the following waivers:*

1. Adult – Dislocated Worker Funds Transfer
2. Competitive Procurement for Youth Program Elements
3. Customized Training – Employer Contribution
4. Eligible Program Performance and Cost for ETPL
5. Rapid Response – Incumbent Worker Layoff Aversion Waiver Request
6. Sanctions for Consortium of Local Areas (REPAC)
7. Uniform Performance Measures for Consortium of Local Areas (REPAC)
8. Within State Allocations – Dislocated Workers (REPAC)
9. Exclusive Use of Common Measures
10. Required Activities – Incentive Grants
11. Required Activities – Assistance to Areas with High Concentrations of Eligible Youth

MWC will use the approved waivers that are applicable to the Maricopa County Workforce Investment Area and evaluate the effectiveness of the waivers:

1. MWC monitors Adult and Dislocated Worker expenses monthly. MWC has historically served higher numbers of Adult participants and has transferred up to 50% of the Dislocated Worker funds to the Adult Program.
2. MWC has utilized a competitive Request for Proposal process to procure Youth Service Providers. However for PY 13 a decision was made to move to a hybrid model where a portion of the Youth service are provided by subcontractors through the procurement process and some services are being provided by Maricopa Workforce Connections. Early in 2013 an RFP was released resulting in the award of contracts to two Youth Service Providers for the Youth Program Elements.
3. The LWIB has not utilized this waiver. However, if an employer would request customized training services and need to utilize this waiver we would evaluate their request and determine the feasibility.
4. MWC staff with the State on the Eligible Training Provider list. We have set up procedures for ensuring that Training Providers are approved by the Workforce Investment Board, placed on the State Eligible Training Provider list, and monitored to ensure the approved providers maintain the set standards.
5. MWC has not utilized this waiver.

## G: Evaluation and Market Analysis

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6. N/A – MWC is not part of REPAC.
7. N/A – MWC is not part of REPAC.
8. N/A - MWC is not part of REPAC.
9. MWC has negotiated performance goals for PY2013 with DES and will work with Service Providers to monitor their progress and provide any technical assistance needed to ensure performance goals are met.
10. MWC has received Title V Incentive funds to provide services.
11. Required Activities – Assistance to Areas with High Concentrations of Eligible Youth

## H: Integrated Service Delivery

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### H. Integrated Service Delivery

The Workforce Arizona Council policy will require three (3) Functional Teams in Comprehensive One-Stop Centers:

- **Welcome Team** that greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance. (Entry, Resource Room)
- **Skills and Career Development Team** that does skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for soft skills training, and refers to program specific occupational training. (Resource Room, Case Management, Pre-Employment Training)
- **Business Services Team** that provide services to job ready customers and to employers including job clubs, facilitating on-the-job training arrangements, job development, business development, job matching and customized recruitment efforts.

### H.1 Workforce Area Program Alignment

*Describe the nature of the business conducted in the One-Stop centers and include the Local Workforce Investment Board's vision, mission, and core values. This portion of the Local Area Business Plan must describe the LWIB's strategic vision for the LWIA's economy and overarching goals for the LWIA's workforce system. This vision should provide the strategic direction for the LWIA workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the State Integrated Workforce Plan.*

*The Local Area Business Plan also must specifically address the LWIB's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the LWIA's economic development needs and the employment and training needs of all working-age youth and adults in the service delivery area.*

The Maricopa Workforce Investment Board's vision, values, and goals provide a balanced approach to serving jobseeker and business customers. The reengineering of our local workforce system supports the Arizona State Integrated Plan and the Workforce Arizona Council policies. The spirit of the State Integrated Plan is to reduce customer confusion, leverage resources, eliminate duplication, and provide a seamless delivery system that focuses on the need and expectations of business and jobseeker customers.

## H: Integrated Service Delivery

MWC believes that measurement drives behavior. The LWIB has established critical success measurements in the form of performance indicators. These important statistics will help the LWIB and MWC One-Stop Operator Consortium measure the progress and success of the workforce system activities.

MWC VISION & MISSION
All Maricopa County residents will have opportunities to achieve maximum employment return on their skills, education and potential. All MWC business customers will realize enhanced competitiveness from our services.

VALUE PROPOSITION	PERFORMANCE INDICATORS
<i>Performance indicators will be measured for a program year from July 1 through June 30; cumulative information will be maintained to analyze trends over a five-year period</i>	
1. For the citizens of Maricopa County who require access to economic opportunity, MWC provides education, employment, transportation and other assistive services to promote the development of competitive businesses, self-reliant citizens and families, and enable everyone to participate in improving their quality of life.	i. Number of Jobseekers Credentialed ii. Number of Jobseekers Placed into Employment
2. For the businesses of Maricopa County that require access to a qualified workforce, MWC	i. Number of Businesses Engaged ii. Number of Successful Placements

## H: Integrated Service Delivery

facilitates partnerships and customized recruiting and training services to enable competitiveness.	Retained
3. For the economic development community in Maricopa County that requires effective workforce services as a tool for business attraction and expansion, MWC provides customized business solutions to facilitate workforce training and recruitment.	i. Number of Located/Expansion Opportunities in which MWC has been solicited or identified to participate  ii. Number of Successful Located/Expansions from above

<b>LWIB STRATEGIC ISSUES, GOALS AND STRATEGIES</b>	
1.	Build on collaborative community initiatives that have generated progress towards a broad range of workforce and economic development objectives.
2.	Provide a comprehensive understanding of the economic status of the very dynamic Maricopa County Economy – Its successes and prospects leading up to the “Great Recession”, effects of the recession specific to Maricopa County and how fundamental, universal changes going forward could affect Maricopa County’s economy and economic development strategies.
3.	Give a “living presence” to economic assessments through participation of stakeholders and decision makers in reviewing current economic conditions, sharing insights on these conditions, challenges, and opportunities, and proposing methods of meeting challenges and taking advantage of opportunities.
4.	Adhere to the spirit of the State Integrated Plan.



*Describe how subject matter experts for each funding source will be identified.*

Subject matter experiences or SME's are individuals who have expert knowledge about what it takes to manage a specific program. Managers and supervisors are considered SME's. They possess knowledge, technique and expertise in the areas they have been assigned to manage based on years of work history and experience.

Subject matter experts are needed for each of the funding sources working with our One-Stop Centers. These individuals can share information and knowledge about all aspects of their services, target populations, eligibility, and desired outcomes.

In the Maricopa County Workforce Investment Area the subject matter experts have been identified by each partner. A directory used by staff lists the funding source and the corresponding subject matter expert and his or her contact information. Each funding source self-identifies its designated subject matter expert.

*Describe how training and capacity building will enhance service delivery.*

Workforce Arizona Council policy requires that:

To ensure individuals working with customers have the skill and knowledge needed to provide exemplary customer service, staff will be required to complete the core competencies training approved by the State Workforce Board in collaboration with the Local Workforce Directors. The training will include annual refreshers related to policies and customer service.

Our LWIA will comply with the State's requirements and all partners and stakeholders will complete the required competency courses.

A DACUM process will be used to facilitate the task analysis that takes into consideration: duties and tasks, skills and knowledge, traits and attitudes, and tools and equipment needed to be proficient working in a One-Stop. The DACUM process is an internationally recognized task analysis method that is used by workforce development agencies nationwide to assist in building the capacity of workforce system professionals. Each participating staff person then completes a self-assessment to establish which of the task analysis points they are proficient in and in which they will need to learn or need to enhance their current skills and knowledge. Individual self-assessments provide the foundation for a professional career portfolio that details training information. Individual training needs are analyzed and cross-referenced with the pool of individuals working in the Center to establish what topics are needed by several staff versus only a few. This helps determine which topics should be provided in group sessions versus alternative one-on-one learning.

The cross-program focus on capacity building will support the new functional team design.

Meanwhile, Maricopa County has purchased a one-year license for each of its WIA staff to use a web-based learning program that includes the following topics:

- Assessment Tools & Techniques
- Baby Boomers in the Talent Pipeline
- Baby Boomers in the Workplace
- Behavior Based Interviewing
- Career Decision Making
- Case Management
- Customer Service
- Developing Good Work Experience Sites
- Diffusing Negative Attitudes
- Employment Buyer
- Illegal Interview Questions
- Individual Service Strategies
- Informational Interviewing
- Introduction to One-Stops
- Job Developer Characteristics
- Job Development
- Job Loss to Entrepreneur
- Key Skill Identification
- Learning Styles
- Local Elected Officials
- Local Workforce Investment Boards
- Management and Supervision
- Marketing Workforce Development Products
- Motivating Teens
- Navigating Job Fairs
- On-the-Job Training
- Outreach and Recruitment
- Person Centered Planning
- Problem Identification & Solving
- Serving the New Unemployed
- Stress Management
- Target Marketing
- Time Management
- Unadvertised Job Search
- Understanding Multiple Intelligences
- Using Employment Proposals
- When You Don't Have All the Answers
- WIA 101
- WIA Partnering and Collaboration
- WIA Youth Program Elements

- WIA Youth Eligibility

These web-based seminars include a pre-test and a post-test. Administration receives a report on who has taken which seminars and the post-test scores. Each seminar is thirty to fifty minutes in length.

This low cost method of building the capacity of WIA staff provides an easy way to bring quality training to rural Arizona without the cost or time associated with classroom trainings.

In addition, Wagner-Peyser Employment Service Staff are required to complete mandated training courses with annual refreshers related to policies, customer service and programmatic training before meeting with customers, so they may provide exemplary customer service.

The courses listed below are required courses for Employment Service field staff and supervisor staff. The courses may be required for Workforce Investment Act, Title 1B staff for additional cross-training opportunities.

Below is mandatory training for field staff:

- DES Initial Security Training
- HIPAA Level 1
- ES Basic Training
- AJC Module 1
- AJC Module 2
- State Employee Driving Training
- DES Mandatory Workplace Violence
- Veterans Priority of Service
- Fair Labor Standards Act (FLSA)
- Sentence Structure Part 1
- Sentence Structure Part 2
- Introduction to MAP
- MAP for Employees
- ADA 504 Compliance Overview
- ADA 504 Compliance Exam
- Standards of Conduct
- LEP Overview Course Study
- LEP Overview Course Exam
- Electronic Records Retention
- Electronic Records Retention Exam
- UI-Guide Training Program
- UI-Guide Training Exam

Below is the required mandatory training for State supervisors:

- DES Initial Security Training
- HIPAA Level 1
- AJC Module 1
- AJC Module 2
- LEP Overview Course Study
- LEP Overview Course Exam
- Electronic Records Retention Identify & Organize
- Electronic Records Retention Using MS Outlook
- Electronic Records Retention Exam
- UI-Guide Training Course
- UI-Guide Training Exam
- Work Place Violence
- Diversity and Cultural Competency
- Preventing Inappropriate Behavior In the Workplace
- Time Sheet Entry
- REA Training
- Drug & Alcohol Testing Policy
- Drug & Alcohol Testing Exam
- Limited English Proficiency Overview
- Limited English Proficiency Overview Course Exam
- AIRSNET

The One-Stop Operator Consortium will work together to identify opportunities for all partners to get training together focused on an aligned local workforce system. This will start with joint trainings to focus on sector strategy implementation. Labor market information will help drive training needs related to specific job and career paths.

*Describe how the Site Manager will be determined for each comprehensive center and the roles and responsibilities of the Site Manager.*

The One-Stop Operator Consortium designated Maricopa County WIA to serve as Site Manager at the comprehensive centers and the affiliate centers. This was decided due to full-time presence of supervisory level staff from WIA at the comprehensive centers and the fact that WIA has multiple staff at each of the Centers.

The Site Manager will provide the oversight for day-to-day operations to include:

The Site Manager/Employment Service Supervisor will provide the oversight for day-to-day operations of the comprehensive One-Stop center, Affiliates and satellites/access points to include:

- Holiday scheduling/office closure

- Compliance with emergency procedures
- On-site customer complaints
- Unusual incidents
- Staff meeting coordination
- Staff training coordination
- Staff fingerprinting
- Local policies and procedures updates
- Communication of local area performance standards and outcomes
- Facility management coordination
- Office recruiting, job fairs and hiring events coordination
- Office activity coordination

The Site Manager shall have the authority to make temporary assignments to meet the needs of the Center and customer service. Site Management is a functional relationship. Formal supervision remains with each partner's respective supervisor. Staff merit staff rules and procedures apply as directed by DES.

*Provide information on staff job titles and roles and responsibilities.*

The two primary partners on-site at the comprehensive East Valley Career Center and the affiliate West Valley Career Center, Wagner-Peyser and WIA Title IB, have the following job titles and roles and responsibilities.

### **Employment Specialist**

Responsible to provide a wide range of staff-assisted employment services to job seekers and the business community which includes but is not limited to: one-on-one interviewing individuals to elicit information and assess skills, knowledge, ability, work history and interest while maintaining client confidentiality; provide core services (Labor Market Information, career guidance and planning, full registration in the State Labor Exchange System, resume assistance and development of an individual employment plan); perform job development, job matching, and job placement assistance utilizing an internet based system; make appropriate referrals to employer job openings, training opportunities and/or supportive services; conduct follow-ups to verify and document referral results on the automated data base system; conduct employment related workshops and deliver program presentations at orientations; resolve customer issues and complaints; respond to customer inquiries and explain program services; prepare and submit program related activity reports to supervisor; and market and promote Work Opportunity Tax Credit (WOTC) program.

Conduct outreach to educate the community on Employment Service Program: promote, market and maintain positive relationships with One-Stop Career Center Workforce partners, community organizations and other agency personnel; develop and/or write employer job orders in compliance with Federal and State rules and regulations; assist employers with recruitment of qualified candidates to fill their job openings; and host on-site recruitments, job fairs and other hiring events.

## H: Integrated Service Delivery

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### **Employment Service Supervisor**

Supervises and evaluates the daily activities of staff within the Employment Service office(s); responsible for meeting all program goals and objectives; responsible for the delivery of employment services to the public and business community within the Workforce Development System /One-Stop Career Centers; Conduct outreach to educate the community on Employment Service Program: promote, market and maintain positive relationships with One-Stop Career Center Workforce partners, community organizations and other agency personnel; develop and/or write employer job orders in compliance with Federal and State rules and regulations; assist employers with recruitment of qualified candidates to fill their job openings; host on-site recruitments, job fairs and other hiring events and develop and conduct employment related workshops.

Monitors processes and procedures to ensure all programs are initiated and operated in compliance with Department of Labor, State and Administration rules, laws and regulations to include but not limited to: Wagner Peyser (WP), Trade Adjustment Assistance (TAA), Reemployment Services Programs (RSP, REA-EUC, REA), Migrant Seasonal Farm Worker (MSFW), and Business Services.

Responsible for personnel actions to include but not limited to: hiring, training and disciplinary actions; reviews and authorizes all timesheets, leave requests, and travel documents; conducts performance evaluations; provides instructions and determines solutions in assigned program area; provides technical assistance and direction based on research, analysis and interpretation of program rules and regulations; resolves and reports complaints and/or issues from customers; prepares reports and develops action plan to correct deficiencies as needed; attends meetings and training; delivers presentations, and may be assigned special projects.

### **Veteran Employment Advocate (Disabled Veterans Outreach Program -DVOP)**

Responsible for administering veterans' programs in the local office; provide a one-on-one assessment of all veteran applicants entering the One Stop to assess skills, knowledge, and abilities, work history and interests while maintaining client confidentiality; make appropriate referrals to job openings; refer veterans to supportive services; insure veterans receive priority of service over non-veterans; comply with federal and state rules and regulations pertaining to veteran programs; interview veterans and develop employer relations programs to secure job placements for veterans; visit veteran organizations such as the Veterans of Foreign War (VFW), American Legion, and Disabled American Veterans (DAV) to provide outreach to veterans in need of services; and develop and conduct employment related workshops.

DVOPs will supervise Veteran Work Study participants upon placement when LVER is not on site.

### **Veteran Employment Advocate Supervisor (Local Veteran Outreach Representative - LVER)**

Responsible for administering and training office staff on veterans programs; insure veterans receive priority of service over non-veterans; comply with federal and state rules and regulations pertaining to veteran programs; provide job development for all veterans that are job ready, conduct outreach services to organizations such as the Veterans of Foreign War (VFW), American Legion, and Disabled American Veterans (DAV) to promote hiring of

veterans; maintain contact with Federal job programs and other entry level employment programs for targeted groups; market and promote Work Opportunity Tax Credit (WOTC) to employers; coordinate veteran referrals for job training to WIA staff, and develop and conduct employment related workshops.

LVER is responsible for supervising Disabled Veterans Outreach Program Representatives (DVOPs) and or Veteran Work Study participants.

### **WIA Case Manager**

- Serve as client advocate and regularly follow up and maintain case load of approximately 120 individuals during period of program participation to include determination of eligibility, creating, updating and maintaining accurate records and files.
- Evaluate participants' interests, education, and experience to determine possible program placements, and develop an employability plan to further participants' successful entry into the work force.
- Interview, screen and counsel participants regarding employment barriers; advise participants regarding alternate training and employment opportunities.
- Assist customers in accessing the many resources and services of the One-Stop, and provide referrals to partners and other community agencies when appropriate.
- Develop action plan for career goals with participants and recommend to supervisor for approval of expenditures.
- Counsel and guide participants during their enrollment in workshops, training, and education and employment activities or programs, and maintain referral and placement records during program participation.
- Document customer progress and goals, according to the Division case note standards, by creating and updating case notes.
- Coach clients in resume development and preparation, interviewing techniques, and structured job search activities. Provide guidance in the use of labor market information, job search resources, training information and other tools that prepare customers to make informed employment, training and career choices.
- Determine and arrange available area resources and supportive services as required; refer participants to appropriate training and employment services; monitor and evaluate participant's progress and attendance; provides information for skill and job development.
- Daily input and use of program database for all record keeping and participant information updates. Document all services provided to the client and activities of the client from enrollment through follow-up as required.
- Meet with participants on a scheduled basis to document progress and conduct follow-up activities to continue plan of action resulting in gainful employment.



### WIA Business Account Coordinator

- Act as liaison between employers and business partners (AZ Department of Economic Security and City of Phoenix), including faith-based agencies for targeted industry clusters.
- Conduct on-site employer visits to gather and evaluate information regarding training and expansion needs.
- Create and implement strategies and action plans to meet businesses' employee recruitment, retention and training needs.
- Act as resource to the workforce for employers by interacting with chambers of commerce, human resource associations, and business and civic organizations.
- Introduce Maricopa Workforce Connections' services to local business owners through group presentations, articles, and personal contact to establish resource relationship to business owners.
- Develop and implement strategies to attract business participants to Maricopa Workforce Connections' Employed Worker Training Program, On the Job Training, Apprenticeship and Youth Services.
- Collect employment and economic data on assigned industry cluster and combine with business partner data to determine industry trends and needs.
- Increase communication access between employers/labor market and job seeking customers in the centers.
- Participate in staff meetings to share job, employer, and labor market information. Host open sessions at centers each week to share information on the job market, industry trends etc. with job seeking customers.
- Consult with job seekers at centers to share information on job market, industry trends, and assist in determining goals and providing guidance in interested career.
- Develop, implement, and revise programs to utilize customer satisfaction data for continuous improvement of employer services.

*Describe the local approach to ensuring cross-training exists as needed for functionally aligned services including staff development and capacity building to ensure staff working with customers have the skills and knowledge needed to provide exemplary customer service.*

The Site Manager trains all Center team members on the policies and procedures at least one time annually. In addition, all staff is required to participate in customer service training at least one time annually.

A functional team retreat is held annually, starting in September of 2014. At the functional team retreat each partner or stakeholder participating provides a briefing on their funding source and current information regarding number served and outcomes. Discussions will take place on how to maximize co-enrollments, referrals, and overall coordination.

A service mapping session will provide a directory of services each partner and stakeholder have available for possible linkages.



*Describe reward and recognition strategies for staff and partners.*

The One-Stop Operator Consortium has chosen to use the DES model of THE PRIDE ON THE SPOT (POS) as our award program for our local workforce system. This award program recognizes internal and external staff, partner staff, community programs and employers. The reward categories are:

- Team Work
- Customer Service
- Innovation
- Morale Building
- Quest for Quality
- Community Involvement
- Integrated Services

Additional categories may be added upon agreement by the One-Stop Operator Consortium.

Anyone may initiate a POS. Guidelines are provided in July of each year to all partners and stakeholders along with a form to submit nominations for the reward.

The One-Stop Operator Consortium team members and two LWIB members will review the nominations and make the final selections that will be announced at the annual meeting typically held in December.

*Provide the staffing plan for each center along with functional alignment roles and responsibilities and protocols.*

- Site Manager: oversees Center and functionally supervisors all team members
  - WIA Center Director
- Welcome Function: rotates between DES and WIA
  - DES Employment Specialist III
  - DES Employment Specialist III
  - WIA Case Manager
- Skill and Career Development Function:
  - WIA Case Manager
  - Local Veteran Outreach Representative Supervisor
  - Vocational Rehabilitation Vocational Counselor
  - Vocational Rehabilitation Services Staffing Technician
  - WIA Youth Director
  - DES Employment Specialist III
- Business Services Function:
  - WIA Business Account Coordinator
  - WIA Case Manager

- Business Outreach Coordinator/Employment Services IV Supervisor
- Local Veteran Outreach Representative

### FUNCTIONAL ALIGNMENT ROLES AND RESPONSIBILITIES

- Welcome Function
  - Employment Service and Workforce Investment Act Title 1B staff located at this site will rotate.
  - Greet customers at entry point.
  - Check Arizona Job Connection for full workforce system registration.
  - Conduct an initial assessment to determine the appropriate “first serve” need.
  - Route job seeker to appropriate program staff (i.e. Veterans, Core Services, Training Services) or to the resource room.
    - Review checklist of community resources (i.e. utilities, food, etc.) for customers, as appropriate
- Skill and Career Development Function
  - Assist job seekers in resource room who need core services staff assistance.
  - Conduct one-on-one REA EUC orientations by appointment.
  - Conduct one-on-one RES orientations by appointment.
  - Meet one-on-one to provide core services for job seekers who require significant staff involvement.
  - Make appropriate referrals to partner programs for training and/or support services.
  - Job match and make appropriate referrals to employers in Arizona Job Connection.
  - Conduct intake and assessment interviews with clients.
  - Formulate and update case plan and service strategy objectives.
  - Enroll clients in computer system (Arizona Job Connection.)
  - Manage individual portion of agency goals and objectives.
- Business Services Function
  - Assist with developing, writing and entering job orders in Arizona Job Connection.
  - Conduct outreach to employers.
  - Organize in-office recruitments, job fairs and/or other hiring events.
  - Coordinate and facilitate employment-related workshops.
  - Attend community meetings, as appropriate.
  - Assist in coordinating and supervising job fairs.
  - Utilize marketing toolkit.
  - Assemble Business Service Team for meetings

*Describe supervision of each center. Local Workforce Area One-Stop operators will be required to present a plan of how each will address formal and functional supervision that*

*does not violate any merit staff requirements, but provides a customer-focused service delivery methodology.*

The Maricopa County WIA will serve as Site Manager. The Site Manager will oversee the day-to-day operation of functional alignment at the comprehensive centers and the affiliate centers to include:

- Holiday scheduling/office closure
- Compliance with emergency procedures
- On-site customer complaints
- Unusual incidents
- Staff meeting coordination
- Staff training coordination
- Staff fingerprinting
- Local policies and procedures updates
- Communication of local area performance standards and outcomes
- Facility management coordination
- Office recruiting, job fairs and hiring events coordination
- Office activity coordination

The Site Manager shall have the authority to make temporary assignments to meet the needs of the Center and customer service. For instance, if a front desk welcome team member calls in sick, the Site Manager may need to ask partner staff to help cover the front desk on a temporary basis. Site Management is a functional relationship. Formal supervision remains with each partner's respective supervisor.

A state or workforce partner supervisor must be vested with the sole authority to hire, terminate, discipline, promote, assign, and transfer their employees. Further, the operator and site manager, in consultation with the state agency or workforce partner supervisor, must determine the purpose and activities of the functional units incorporating individual partner activities of their employees. In any event, the state as well as any partner will retain authority over all actions that may affect the current base pay, status, or tenure of their employees. The state will retain the sole discretion to determine which employees must occupy positions throughout the state. Duties retained by the state and other workforce partners include: changes to permanent work schedule, including lunches and breaks; pre-approval for vacations, sick leave and personal leave; and travel and travel expense approval. This includes state staff working in Tribal offices.

**Partner staff provisions.** Respective partner personnel laws and collective bargaining agreements will continue to govern their staff in a One-Stop center.

## H: Integrated Service Delivery

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*Describe how the required teams (Welcome, Skills and Career Development, and Business Services) will be configured within each comprehensive center.*

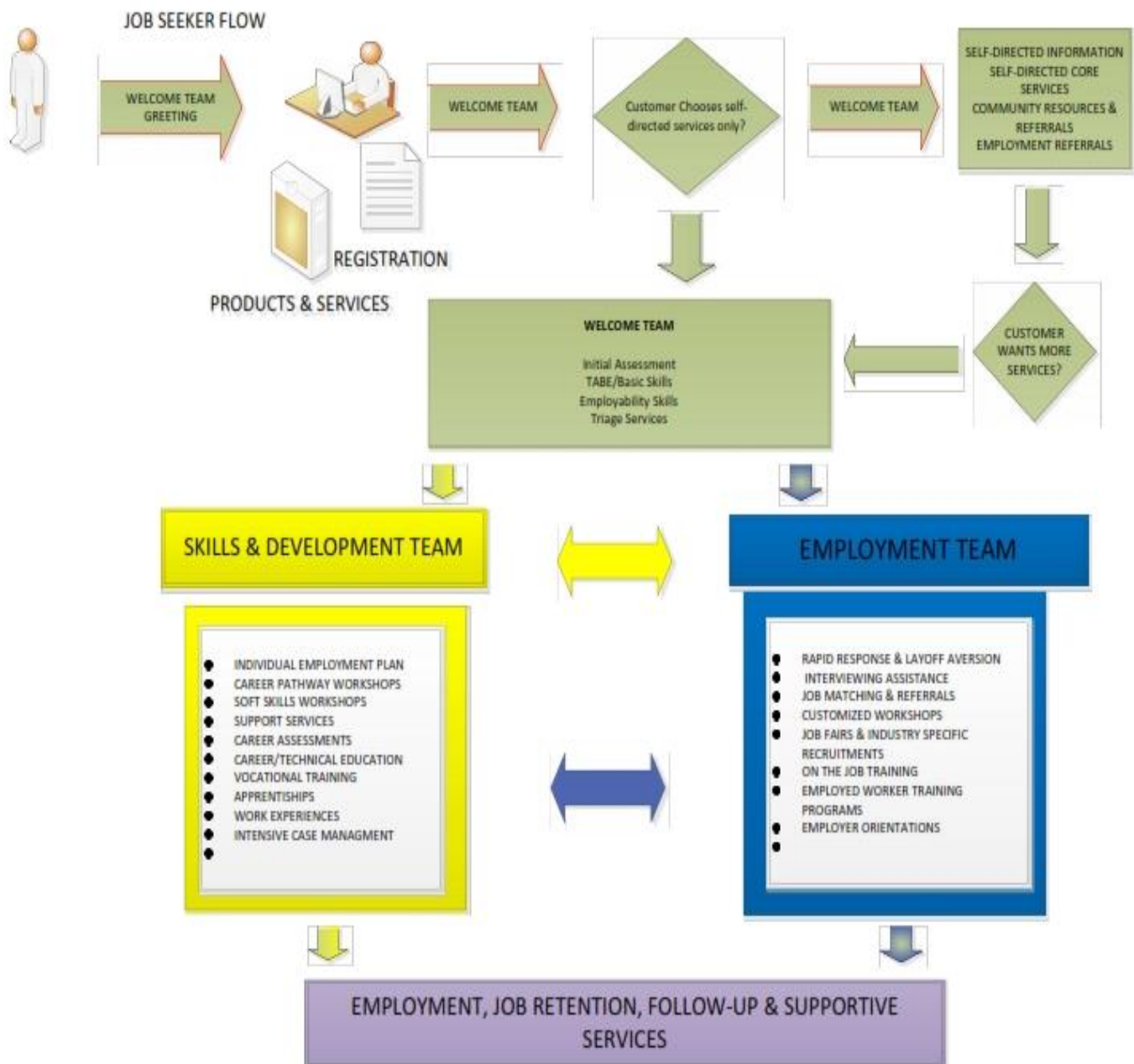
MWC utilizes a “no wrong door” approach for assisting job seeker and business customers. Functional teams are currently in development to provide seamless, integrated services to job seeker and business customers. The “Welcome Team” is the initial point of contact with the customer. Their function is to provide information and “triage” customers by meeting with them one-on-one to determine why they have come into the center – what are their service needs and goals? An in-depth assessment of their needs will be conducted – not only to identify their employment and/or training needs but to holistically identify the services needed to become self-sufficient. In essence the Welcome Team serves as a “broker” of services by identifying the customers’ specific needs and connecting them to the services as quickly as possible. Services are tailored to customers’ needs. Services may be provided by multiple One Stop partner programs as appropriate. Referrals may also be made to community-based organizations for resources not available through the workforce system.

The Business Services Team will focus on both job seekers and business customers with the primary goals of connecting job seekers with jobs and providing employers with qualified candidates. The Business Services Team serves a dual role as the Skills/Career Development Team and Business Services Team required in Workforce Arizona Council policies. The merging of the two teams promotes coordination between the advocates for the jobseekers and the employer and sales representatives. This cross-program strategy will create a single point of contact among partner agencies.

*Provide a customer flow chart for job seekers and employers for each comprehensive center.*

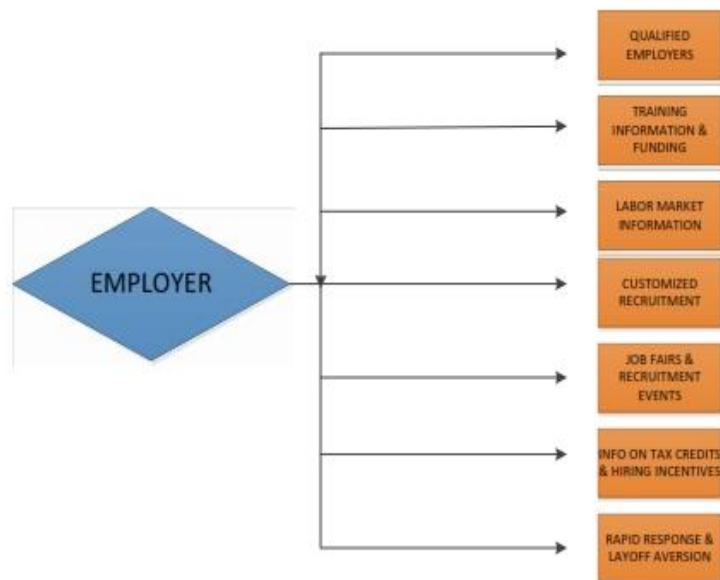
Flowcharts are provided on the next two pages.

## H: Integrated Service Delivery



## H: Integrated Service Delivery

MWC EMPLOYER FLOW



*Provide a plan on how the Local Workforce Area will move toward a single point of contact for a business customer and provide a tiered approach to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.*

The Business Services Team in the LWIA includes:

- WIA Business Services Rep
- WIA Case Manager
- Business Outreach Coordinator/Employment Services IV Supervisor
- Local Veteran Outreach Representative

The WIA Business Services Rep serves as the Lead for the Business Services Team whose primary role is business development. Individual funding streams continue to conduct their own job development activities targeted at helping a particular jobseeker. The business development done by the Business Services Team focuses on working with sector strategies implementation, and developing business relationships for recruitment, screening, assessment and referral based on the individual needs of the business or employer.

The Business Services Team meets regularly, but no less than once a month. The team is moving toward a single point of contact by establishing subject matter expertise in specific sectors that support the local sector strategy implementation. The LWIB is sponsoring a service mapping session that will include an inventory of agencies that work with businesses and the services they provide. Business Service Team members will grow the business service map and include additional information that will help achieve a single point of contact.

In order to establish trust that is needed in a single point of contact environment, each partner is educating the others on their target populations, eligibility requirements, outcomes, and service strategies. A catalog inclusive of all local target populations is planned and will be completed by December 15, 2014.

Business Service Team members are creating a *leads list* of businesses to focus on in the next twelve months.

The Team will be recommending to the LWIB a balanced scorecard performance management dashboard that helps them meet success indicators for each partner program. The scorecard will be ready to recommend by December 15, 2014.

*If applicable, describe how the Local Workforce Area will use the Rubrics process to assess and teach the soft skills employers are looking for when hiring quality talent.*

Maricopa County Workforce Investment Area is not planning to use the rubrics process.

*Describe how job seekers, youth, and employers will be provided an orientation to the workforce system and the local access points.*

The workforce system orientations provide information about eligibility requirements, access points, and services available.

Currently, job seekers utilizing the resource room will be provided an orientation to the workforce system by the skills and development team working in the resource room. A television in the resource room will be used to market workforce programs. For potential training participants, a video orientation is shown at weekly workshops to inform of the training process, enrollment (if eligible) and the commitment involved once enrolled in training.

A youth referred from educational institutions, community organizations or youth case managers will receive an orientation to the workforce system by a member of the welcome function and/or skills and development function.

Employers are provided an orientation to the workforce system via the Business Services Team.

Job seekers, youth and employers are provided an orientation to the local access points by libraries or community organizations' employees and/or volunteers.



## H: Integrated Service Delivery

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*Describe each level of service, core/intensive/training, and the specific steps describing the activities and services available under each, who will qualify for each and how screening will occur to ensure suitability and eligibility for each. Break out services by adult, dislocated worker and youth.*

There are three tiers of service required in the Workforce Investment Act: Core, Intensive and Training.

Level I = Core Services. There are two kinds of core services: one that is self-directed and does not require any significant staff involvement, and one that is staff-assisted and does require significant staff involvement. Anyone can access core services that are self-directed. An adult or dislocated worker individual must be eligible and suitable to be enrolled into WIA Title IB to receive core services with significant staff involvement.

Level II = Intensive Services. In order to receive Intensive Services, adults and dislocated workers must have completed one or more Core Services and are still unable to gain employment or who are employed and have been determined to be in need of services to get a better job in order to gain self-sufficiency. Intensive services require adults and dislocated workers be eligible and suitable for WIA Title IB services.

Level III = Training Services. In order to receive Training Services, adults and dislocated workers must have completed one or more Intensive Services and are still unable to gain employment leading to self-sufficiency. To access training, someone must demonstrate that he or she possesses the necessary skills to select a training program that is linked to job vacancies in the area, complete a training program, apply for financial assistance, and meet state and local system requirements.

All individuals who are eligible to work in the United States may be served through Core Services, and all employers may use Core Services.

The Arizona Job Connection, a web-based system, allows anyone to access job openings.

Persons physically accessing a local One-Stop may use any or all of the following resources: the information library, fax, phone, computers, copier, and may request assistance with preparing a resume.

Core services do not require any eligibility or suitability screening. They allow for universal access.

*Include a comprehensive menu of partner services available as described in the One-Stop Certification Process Policy.*

Menu of Services...

The following Core Services are available to anyone seeking employment:

- Labor market information
- Job placement assistance
- Resume writing assistance
- Work readiness workshops
- Orientation to One-Stop services
- Initial needs assessment (Triage)
- Employer Network Access to computers, fax, copier
- Resource areas with experienced staff to assist employment seekers

All individuals can access core services through the One-Stop centers, which include:

- Determination of whether individuals are eligible to receive assistance.
- Outreach, intake and/orientation to service information.
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs.
- Job search and placement assistance.
- Provision of employment assistance information, including the provision of accurate information leading to local, regional and national labor market areas.
- Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of postsecondary vocational education activities and providers of vocational rehabilitation program activities.
- Provision of information regarding how the local areas are performing according to local performance measures.
- Provision of accurate information relating to the availability of supportive services including childcare and transportation.
- Provision of information regarding filing claims for unemployment compensation.
- Assistance in establishing eligibility for programs related to financial aid for training and education that are not funded under the Workforce Investment Act.
- Provision of follow up services for not less than 12 months, for participants who are placed in unsubsidized employment.
- Provision of intensive services to adults and dislocated workers who are not able to obtain employment or who remain underemployed after utilizing core services. An individual must have received at least one core service, such as an initial assessment, that determines that individual's need for services. Individuals may be employed but need these services in order to obtain or retain employment that allows for self-sufficiency.

Intensive Services may include:

- Comprehensive and specialized assessment of skill levels
- Individual employment plans
- Individual and group counseling

- Case management
- Pre-employment skills training
- Work experience
- Basic Education services

Training Services – Occupational skills training programs funded through individual training accounts must be accessible through the comprehensive One-Stop Centers. Other training services may include:

- On-the-job training
- Programs that combine workplace training with related instructions (including cooperative education programs)
- Skill upgrading and retraining
- Job readiness training
- Adult education and literacy activities, when integrated with other training services
- Customized training
- Registered apprenticeship programs

### H.2 Business Services

*Describe the role and responsibilities of the Business Service Representatives in the Local Workforce Area. Include active local business partnerships and how collaborations between the Local Workforce Area and Employment Service staff will be synthesized to coordinate business and employer services.*

The primary function of Business Services is to market Maricopa Workforce Connections' services to the business community and connect employers with qualified workers. The Business Services functional team will coordinate with each other to achieve an aligned approach. This is accomplished by conducting employer outreach activities to explain and promote MWC services. The LWIB vision for Business Services is to:

- Provide seamless and integrated employer-focused services that are demand-driven and results-oriented.
- Foster a regional approach by creating a single point of contact for businesses in need of workforce development services

The local workforce area's Business Services Team is comprised of:

- WIA Business Services Rep (Account Coordinators)
- WIA Case Managers
- Business Outreach Coordinator/Employment Services IV Supervisor
- Local Veteran Outreach Representatives

Business Services is responsible for creating an awareness of, and the coordination of, a menu of services designed to connect business with a qualified, quality workforce. Specific roles performed by Business Services include:

## H: Integrated Service Delivery

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- Assisting with employer recruitments.
- Obtaining and posting job orders in the Arizona Job Connection (AJC) system.
- Helping employers access MWC and AJC resources.
- Conducting job fairs.
- Holding job seeker specific workshops and job clubs.
- Assessment testing, candidate screening to include abilities and qualifications that meet employer needs.
- Access to space in the One Stop Centers for interviews, meetings and candidate assessments.
- Information on tax credits and financial incentives for employers.
- Transition services and rapid response activities for employers faced with mass lay-offs, downsizing or plant closure.
- Promotion related to high-skill, high-wage employment opportunities through partnerships with local economic development organizations,
- Labor Market Information (LMI) research which delivers timely and reliable labor statistics to improve decision making relative to employment, wages, labor force, economic indicators and trends.
- Developing Work Experience opportunities for youth that expose them to the world of work.
- Developing On-the-Job Training opportunities for youth that are aligned to their career goals.
- Incumbent worker skills upgrading.
- Contacting new businesses to the area to welcome them and orientate them to MWC services.
- Coordinating efforts with local economic development agencies, Arizona Commerce Authority and local Chambers of Commerce to assist the local business community
- Providing outreach and recruitment services to professional business organizations, trade associations to gain first-hand knowledge of the human resource needs of area businesses and skills required in the local labor market.
- Conducting customer satisfaction surveys to determine how well MWC is meeting employer needs

*Describe how the Local Workforce Area will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The Local Business Plan should also describe how the Local Workforce Area will use program funds to expand the participation of business in the local/regional workforce investment system.*

As indicated throughout this Business Plan, the Business Services Team is working toward a single point of contact and a functionally aligned and integrated approach to serving business customers. This will start with a service mapping session that provides details regarding the array of business services that exist in Maricopa County.

The Business Services Team will work together to implement sector strategies in the region. A Leads List will be established to identify businesses that fall into each sector.

Some of the partners in our local workforce system have dollars that can be used for business services such as job fairs, recruitment, screening, assessment, training, and on-the-job training. In addition, tax credit information and assistance is available. Partner staff will be cross-trained in the requirements for each funding source to help in understanding co-enrollments and how to leverage resources across funding streams to benefit business customers and job seeker customers.

*Describe how the Local Workforce Area will utilize on-the-job-training (OJTs) to engage businesses in WIA training and hiring of participants.*

Maricopa County Workforce Investment Area is developing an on-the-job training program design that will be implemented on or before December 31, 2014. Business services staff will be trained along with Skill and Career Development staff so a collaborative relationship will exist between jobseeker services and business services.

On-the-Job Training provides a resource that gives potential workers an edge when he or she does not have all the skills or knowledge necessary to get the job without some assistance. It is an important tool to helping individuals get and keep a job.

### H.3 Training Services (Adult and Dislocated Workers)

*Describe local Individual Training Account (ITA) policy, including the current threshold for each ITA. Include procedures to ensure the exceptions to the use of ITAs, if any, are justified.*

MWC utilizes the following guidelines in providing training to participants that have been receiving WIA Intensive services and are determined to be in need of Training Services to enhance their employability. The primary intent of WIA programs is to assist individuals with finding employment in a field that is in demand in the local labor market which provides adequate wages and benefits to meet living expenses, and has a potential for career growth and advancement.

Training Services **may** be available to employed and unemployed adults and dislocated workers, including displaced homemakers who have:

- Met the eligibility requirements for intensive services and who are unable to obtain or retain employment through such services.
- After an interview, evaluation, or assessment, and case-management, have been determined to be in need of training services and to have the skills and qualifications to successfully participate in the selected program of training services.

- Selected program of training services in a demand occupation in Arizona and directly linked to the employment opportunities in the Maricopa County area or in another area in which the job seeker is interested in relocating.
- Not able to obtain other grant assistance or require assistance beyond the other grant assistance available.
- Have complied with counseling activities, labor market research, provider and program research and other requirements in the selection of training programs and training providers as deemed appropriate

The LWIB has determined that at least 80% of training funds expended must be in the industry clusters identified by the LWIB as high growth and critical to the local economy. The targeted industry clusters are (this list is not intended to be in any order of priority):

Information Technology (Including Advanced Communications)

Biosciences

Healthcare

Solar (Including Manufacturing and Construction)

Green Technologies

Advanced Manufacturing (Including Aerospace and Defense)

Transportation, Warehousing and Logistics

Training is generally limited to short-term certificate programs but longer term degree programs may be approved on a case-by-case basis. The current threshold for ITA's is \$4,000. Maricopa Workforce Connections and Phoenix Workforce Connection have collaborated on setting the same thresholds for ITAs to eliminate participants wanting to transfer from one local area to another for more funding.

Exceptions to the ITA process are primarily the use of OJT contracts, Work Experience agreements or the development of Customized Training to fit the employer's specific training needs that may not be easily met by ETPL providers.

*Describe the process for determining an approved level of Individual Training Accounts costs and the levels established by the local workforce board*

The maximum amount of ITA funding allocated to an individual is \$4,000; however, customers accessing training in targeted demand industries/occupations may receive a higher amount based on customer need, the availability of funding and Program Supervisor approval. The LWIB has determined that at least 80% of training funds expended must be in the industry clusters identified by the LWIB as high growth as defined in this business plan and critical to the local economy.

The decision to cap the ITA funding at \$4,000 was based on an analysis of training costs in the high growth occupations. The LWIB determined that \$4,000, along with leveraged resources such as Pell Grants and other sources, would provide jobseekers an opportunity to complete training with a credential and/or diploma that would help them get and keep a job.

*Describe measures to leverage resources to provide increased access to training opportunities.*

WIA funds are to be used to supplement other sources of training funds. The Career Guidance Specialist (CGS) considers other funding sources including partner programs, Vocational Rehabilitation funds, Welfare to Work/TANF programs, State training funds, Pell Grants, TAA, GI Bill, private scholarships, and other sources including community-based organizations. The CGS provides information on applying for Free Application for Federal Student Aid (FAFSA) and ascertains if the participant is enrolled in any other programs to not only leverage resources but to avoid any duplication of effort and resources. Any and all financial aid is to be coordinated to fully utilize all available funds. As training funds are generally limited the Pell Grant is to be applied first towards training costs. WIA funds will be used for any remaining training costs up to the maximum ITA amount of \$4,000 or higher as noted above for targeted industries/occupations. If a Pell Grant is awarded, it will be applied towards tuition, books, equipment etc., and WIA funds will be used to pay the balance up to the current ITA cap. If the Pell Grant exceeds training costs i.e. tuition, books, supplies, etc., the participant may keep the balance of the Pell Grant for living expenses. If a partner agency is funding the participant's training, the WIA program may record the outcome and obtain a copy of the educational credential for performance purposes.

In accordance with WIA Regulations, WIA funding for training is limited to participants who are unable to obtain grant assistance from other sources to pay the costs of their training, or require assistance beyond what is awarded under grant assistance from other sources to pay the remaining training costs.

*Describe how the Local Workforce Area will ensure that training providers consider the availability of other sources of grants to pay for training costs such as Welfare-to-Work, State-funded training funds, and Federal Pell Grants, so that WIA funds supplement other sources of training grants.*

MWC continually works with various agencies for opportunities to leverage resources. As mentioned above, MWC requires that participants complete the FAFSA for Federal Grants if the program and participant are eligible.

Maricopa County Workforce Investment Area coordinates with partner agencies to identify resource opportunities. Individuals applying for an Individual Training Account must show evidence of having applied for other funding sources including Pell grants, scholarships, Temporary Assistance for Needy Families programs, Trade Act programs, or any other assistance programs. This can be in the form of a copy of the application or a letter acknowledging receipt, or an acceptance or denial notice.

WIA Title IB customers are required to provide hard copy documentation of any denials for funding they have received.



Staff is cross-trained in each others' requirements and co-enrollments encouraged where appropriate. This allows the spreading of costs across funding streams.

*Describe the process for determining how training is approved or denied for each eligible participant.*

An individual determined to be in need of training must complete a series of activities that help inform his/her decision concerning the selection of a training provider and training program. Among these activities is completion of a series of assessments that help individuals determine their interests, aptitudes, skill sets and the characteristics of a work environment most conducive to his/her personality.

Along with assessments, individuals may be required to attend and complete a series of job readiness workshops based on individual need; research labor market information on their selected occupation and research training programs offering training that aligns with the individual's choice of occupation. Once documentation of this research has been provided to a CGS, a training request is submitted along with the documentation for approval by a staffing team comprised of Career Guidance Specialists and the Program Supervisor.

Criteria have been established to rate each training request which gives priority to covered individuals (veterans and eligible spouses) and to TANF recipients and other low-income individuals in the event that Adult WIA funds are limited. If approval for training is granted, an Individual Training Account (ITA) voucher is forwarded to the training provider enabling the individual to begin training.

Training opportunities are available to participants who meet the requirements as detailed in WIA Section 134(d) (4). In addition to the question will the training enhance the participant's employability the following considerations are taken into account when training requests are reviewed:

- **Industry Sectors** – is the training aligned with approved and targeted industry sectors for Maricopa County?
- **Employment Status** – If employed, are additional skills actually needed? Is the employment at a level for self-sufficiency? If not employed, has a substantial effort been made to find employment?
- **Educational Background** – What is the highest level of education/certification that the customer possesses? How long has it been since they achieved that level? Do



- they have the basic skills needed to successfully complete the training? Are previous education / certification in an in-demand area?
- **Transferable Skills** – Does an assessment indicate the participant has marketable skills?
  - **Financial Resources** – Does customer's household have the financial means to pay for the requested training? Has customer applied for and exhausted/been denied other funding sources for the requested training? Does customer's household receive TANF assistance or earn less than 70% LLSIL? How will the participant support themselves while in training?
  - **Other Barriers to Re-employment** – Does the participant have issues may impede the successful completion of training at this time?

*Describe the grievance policy established for participants denied requested training.*

If WIA training services are denied to a participant, it is the responsibility of their Career Guidance Specialist to inform the participant of the reason(s) for denial of services and inform them of their right for a higher review with the WIA Program Supervisor.

Participants requesting a higher review must inform their CGS or in the absence of their CGS, the WIA Program Supervisor within seven (7) working days of the date service(s) was denied. The CGS will provide the participant with written contact information for the WIA Program Supervisor and will document such in the case file. It is the responsibility of the participant to contact the WIA Program Supervisor to schedule a higher review.

The WIA Program Supervisor will meet with the participant within seven (7) working days of request for higher review. At the conclusion of the meeting the Program Supervisor will inform the participant that a written determination will be provided within seven (7) working days. The determination letter will contain the following information:

- Nature of the complaint (i.e. denial of training request)
- Reason(s) for denial of service(s)
- Participant's recourse

The Program Supervisor will place a copy of the determination letter in the case file and document the meeting and all pertinent information in the case notes. After receipt of the determination letter if the participant desires to appeal the decision, the participant must complete the "Appeal Request" form. This form and information / documentation related to the complaint will be forwarded by the Program Supervisor to the Assistant Director for Workforce Development for review within seven (7) working days. The Assistant Director, at his/her discretion may meet with the participant if s/he determines it is necessary to make an informed

decision. Once the Assistant Director has reviewed the case s/he will issue a final and binding written determination to the participant within ten (10) working days of the review. A copy will be placed in the participant case file with any other relevant information. The decision of the WDD Assistant Director is **final**.

Only complaints of a discriminatory nature may be aggrieved to the DES WIA Section EEO Officer. If the participant disagrees with the determination made by the Workforce Development Division's EEO Officer they may request an impartial hearing.

### H.4 Training Services (Eligible Training Providers)

*Describe how the Local Workforce Board will:*

*Accept applications for initial eligibility from certain postsecondary institutions and entities providing apprenticeship training;*

When a potential new apprenticeship provider approaches the (LWIB) regarding the eligibility to become a Registered Apprenticeship entity, the following information will be provided:

- Contact information for Region 6: Tim Carson, ATR U.S. Department of Labor/ Employment and Training Administration / Office of Apprenticeships 119-3<sup>rd</sup> Street NE Suite 215, Cedar Rapids, Iowa 52401 (319) 362-2494 Email: carson.timothy@dol.gov
- Contact Information for AZ Department of Economic Security Willie Higgins, Apprenticeship Manager (602) 542-5641 whiggins@azdes.gov
- US Department of Labor Guide Document: “Setting Up a Registered Apprenticeship: Quick Overview for Potential Employers”

The LWIB has selected the Maricopa County WIA to receive and make a recommendation to the LWIB regarding the approval or denial of providers and training programs.

The process will be as follows:

#### PHASE I:

- Local ETPL Approver provides an orientation to potential new providers.
- State ETPL Coordinator collects required documents and reviews the initial application of potential new provider.
- Local Approver provides guidance to new provider during input of training information.
- State ETPL Coordinator reviews program for final approval.

When a new provider contacts the LWIB for assistance, the local ETPL approver will schedule an orientation. During the orientation, the local ETPL Approver(s) will provide to the potential new provider the following:

- **Contact Information at AZ DES:**  
Moriah E. Blomfield  
Eligibility Training Providing List Coordinator  
Arizona Department of Economic Security  
Division of Employment & Rehabilitation Services  
Employment Administration  
1789 W. Jefferson, Site Code 920Z  
Phoenix, AZ 85007

Phone: (602) 542-6325  
Fax: (602) 542-2491  
mblomfield@azdes.gov

- **Contact Information at LWIA:**  
Diana Shepherd  
Special Programs Supervisor/EO Officer  
Maricopa Workforce Connections  
735 N. Gilbert Rd. Ste. 134  
Gilbert, AZ 85234  
Phone: (602) 372-9739  
Fax: (602) 372-9794  
dshepherd@mail.maricopa.gov

A list of the required documents for initial provider approval:

- Current license from appropriate Arizona licensing authority or Federal licensing authority; and
- Certificate of Liability Insurance; and
- Results from the latest financial audit or a cover letter from the last financial review; and Student grievance policy; and
- Student refund policy and procedures.

Self-registration information/Website Address: [www.azjobconnection.gov](http://www.azjobconnection.gov)

- Provider creates a user name, and password;

Manual for Providers

Training and Employment Guidance Letter 15-10

Once the registration is completed and submitted for review, the LWIB will recommend to the new provider that at this time, the required documents should be mailed to the State ETPL Coordinator along with a copy of the registration page;

- Account validation is accomplished within 24 hours;
- Providers will wait 72 hours before making inquiries;

An e-mail notification will be sent to the provider notifying them their account has been approved. If the account is denied, the State ETPL Coordinator will notify the provider and will provide information regarding appeal rights and procedures.

The new provider will communicate with the State ETPL Coordinator as needed to accomplish a successful registration.

### Phase II:

Once the provider obtains approval, the local ETPL Approver(s) will guide the provider through the process of inputting program information.

The following information will be furnished to the provider:

- ETPL Check list (completing the ETPL checklist will be a collaborative effort between the provider and the Local ETPL Approver(s))
- A copy of the Synopsis sample
- A list of the Accreditation types (as provided by the AZ DES ETPL Coordinator)
  - Institutional Accreditation
  - Programmatic Accreditation
  - National Accreditation
  - Regional Accreditation
  - Non-accredited Private Postsecondary
- The Local ETPL Approver(s) will follow-up to ensure the provider was able to submit the training program for approval.

*Carry out procedures prescribed by the State to assist in determining the initial eligibility of other providers and programs*

The same process as outlined above is used for determining the initial eligibility of other training providers.

*Carry out procedures prescribed by the State to assist in determining the subsequent eligibility of all providers and programs*

The LWIA follows this process:

- Training program appears on the Subsequent Approval List on the [azjobconnection.gov](http://azjobconnection.gov) site.
- The Local ETPL Approver will:
  - Contact the training provider to request a review of the program information;
  - If necessary, meet with the training provider to provide guidance;
  - Follow up and ensure that information is submitted by the provider for review;
  - Review the updated program information;
  - Request any documents in need of renewal or re-verification and communicate frequently with provider to collect any missing information;
  - Complete the ETPL check list developed by AZ DES/ETPL Section;
  - Review and determine if the training program will be approved or denied;

- Make recommendation to LWIB;
- Approve or deny training program based on LWIB recommendation.

*Compile a local list of eligible providers, collect the performance and cost information and any other required information relating to providers*

The LWIB complies with the ETPL policies and procedures. All the approved providers and training programs are listed on the Arizona Job Connection system- <http://www.azjobconnection.gov>

The LWIB's ETPL Approver(s) reviews the information carefully before approving the programs. The cost information is carefully examined to ensure the price is feasible and complies with the training dollars cap set by the LWIB.

The providers have been instructed to start collecting performance information as this is now a required element.

Outreach efforts to educational institutions include information and encouragement to apply for ETPL particularly for those courses of study related to in-demand and growth occupations.

During the initial or subsequent contact, an information sheet is provided to the educational entity that details performance and cost information requirements.

*Consult with the designated State Administrative Agency in cases where termination of an eligible provider is contemplated because inaccurate information has been provided*

In the event that MWC becomes aware that the provider has submitted false or inaccurate information, MWC will contact the State ETPL Coordinator for advice on how to proceed on the matter. MWC will utilize the State policy on termination of an eligible training provider.

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*The LWIA Business Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them.*

### I.1 Priority of Service:

*In the event that adult funds are determined to be limited (see Section G), the Local Workforce Board must have a priority of service policy in place. The policy, at a minimum, must grant priority to individuals who are receiving public assistance or are classified as “low-income” in accordance with 20 CFR 663.600 (a). Veterans and covered entrants meeting low-income guidelines must receive priority of service.*

*Establishing a priority does not prohibit the Local Workforce Board from serving other eligible participants as well. Additional priorities may also be set for specific populations, such as individuals with significant barriers to employment. Information regarding priority of service must be outlined in the LWIA strategic plan.*

*Describe how the LWIA will coordinate with workforce system partners to ensure job seekers receive a broad range of services for the following target populations:*

- *Unemployment insurance claimants*
- *Long-term unemployed*
- *Under-employed*
- *Dislocated workers (including trade-impacted dislocated workers and displaced homemakers)*
- *Low-income individuals (including recipients of public assistance)*
- *Migrant and seasonal farmworkers*
- *Veterans*
- *Individuals with limited English proficiency*
- *Homeless individuals including veterans*
- *Ex-offenders*
- *Older workers*
- *Individuals training for nontraditional employment*
- *Individuals with multiple challenges to employment*

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Coordination with workforce partners:

Populations/Sub-Populations	Strategies
Unemployment Compensation Claimants	<ul style="list-style-type: none"> <li>• Train all partner staff on UI re-employment services (by 1/1/15)</li> <li>• Include on quarterly stakeholder meeting agenda information sharing for more effective referrals (by 12/31/14)</li> <li>• Determine factors that inhibit UI and One-Stop system collaboration (by 12/31/14)</li> <li>• Establish customer flow to increase coordination and co-enrollments (by 12/31/14)</li> </ul>
Long-Term Unemployed	<ul style="list-style-type: none"> <li>• Train all partner staff on the characteristics of the long-term unemployed (by 12/31/14)</li> <li>• Include on quarterly stakeholder meeting agenda to discuss service strategies (by 12/31/14)</li> <li>• Discuss and recommend new or enhanced service delivery models to serve the long-term unemployed (by 1/1/15)</li> <li>• Establish guidelines for co-enrollment as appropriate with other funding streams (12/31/14)</li> </ul>
Under-Employed	<ul style="list-style-type: none"> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of under-employed in Maricopa County. (by 12/31/14)</li> <li>• Discuss training and skill building with educational partners and sector strategy stakeholders. (by 1/1/15)</li> <li>• Create a recommendation for the LWIB on service delivery options. (by 12/31/15)</li> </ul>
Dislocated Workers	<ul style="list-style-type: none"> <li>• Understand required co-enrollment of Dislocated Worker and TAA</li> <li>• Work with the Labor Market Unit at DES to obtain statistics on number of dislocated workers in Maricopa County (by 12/31/14)</li> <li>• Review service designs and make improvements to attract dislocated workers (by 12/31/14)</li> <li>• Prepare a marketing campaign to conduct outreach (by 12/31/14)</li> </ul>
Low-Income Individuals	<ul style="list-style-type: none"> <li>• Understand low-income eligibility requirements for key stakeholder and partner agencies (by 10/1/14)</li> <li>• Review self-sufficiency rate and create a structured formula to measure (by 12/31/14)</li> </ul>



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Veterans	<ul style="list-style-type: none"><li>• Train all Center staff on Veteran services and priority service (by 12/31/14)</li></ul>
Individuals with Limited English Proficiency	<ul style="list-style-type: none"><li>• Identify resources for workshops and orientations (by 12/31/14)</li></ul>
Homeless	<ul style="list-style-type: none"><li>• Identify resources to refer individuals to and include in workforce system directory (by 12/31/14)</li></ul>
Ex-Offenders	<ul style="list-style-type: none"><li>• Work with probation and parole to identify appropriate services (by 12/31/14)</li></ul>
Older Workers	<ul style="list-style-type: none"><li>• Include SCSEP in stakeholder meetings (by 12/31/14)</li><li>• Determine referral methods and procedures (by 12/31/14)</li></ul>
Non-Traditional Employment Training	<ul style="list-style-type: none"><li>• Work with educational partners to identify training opportunities (12/31/14)</li><li>• Establish recruitment and outreach materials (3/31/15)</li></ul>

A full range of options will be provided to each customer. Customers are greeted and assessed upon entry into the One-Stop Center. At any point in discussion with staff, a customer may self-identify their service needs. The LWIA shares customer referrals with other partner programs and they may also do a complete assessment of client needs. LWIA does not discriminate.

Information about all partner services is available in the Comprehensive One-Stop locations through publication, audio and visual materials. Access to staff-assisted services from each of the partners is facilitated by appropriate information sharing activities.

*Describe how the LWIA will coordinate with workforce system partners to ensure job seekers receive a broad range of services for the following target populations:*

MWC will ensure that all employees are informed and have access to information regarding workforce system partners and the services they provide on and off the reservations. We will seek innovate new ways to disseminate information regarding our programs to our workforce system partners. Outreach formats may include but will not be limited to: web, e-mail, radio promotions, job bulletins, job fairs, social media, and one-on-one partner contacts in the community.

**A. Unemployment insurance claimants:** Registration with Employment Service is completely automated and has been incorporated into the UI Benefits online initial claim

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application. Upon receipt of UI benefits, claimants are automatically subject to review by the AIRSNet profiling program. AIRSNet utilizes a statistical model and selection process to identify individuals with a greater probability to exhaust UI benefits prior to returning to the workforce. In addition to Employment Service registration, AJC offers a full range of features and services to assist claimants' employment needs, resume builder, researching the job market, analyzing career interests, etc. The AJC system also maintains a claimant's job-seeking information and can be updated as needed.

**B. Long-term unemployed:** The first step to serving the long-term unemployed is to determine the underlying reason(s) for their inability to find work. The Welcome Team will triage and make appropriate referrals to assist them to overcome their barriers to employment and secure a self-sustaining job.

**C. Under-employed:** Serving under-unemployed individuals requires a strategy similar to serving the unemployed. First staff must determine the underlying reason(s) for their inability to find self-sustaining work. Some of the things they will be reviewing are: do they know how to job search? Do they have the soft skills needed to obtain good employment? Do they have the education and/or skills needed to secure the occupation they are looking for? The Welcome Team will triage and make appropriate referrals to overcome their barriers to employment and find a self-sustaining job.

**D. Dislocated workers (including trade-impacted dislocated workers and displaced homemakers):** Collaboration efforts between the Dislocated Worker Program and the Trade Adjustment Assistance (TAA) program will be utilized to effectively foster program communications, co-enrollment, increase awareness and integrate service delivery for our mutual participants. Guidelines will be developed jointly and ensure the availability of services to individuals affected by a layoff due to foreign competition. Eligibility is determined for the WIA Dislocated Worker Program and TAA by information received from the participant or by accessing the website [www.doleta.gov/tradeact/](http://www.doleta.gov/tradeact/) to verify that the employer has filed a petition and that the company has been certified. The DW Program Supervisor will contact TAA career counselors to discuss the participant's employment plan. Services will be coordinated between WIA and TAA to avoid duplication of services from both funding streams. Communication between the DW Program Manager and TAA career counselors will be ongoing to leverage services.

**E. Low-income individuals (including recipients of public assistance):** Recipients of public assistance and low-income clients will be given priority for services pursuant to MWC Priority of Services policy. WIA staff currently works closely with community partners to make referrals for support services.

**F. Migrant and seasonal farmworkers:** This specific population will receive all available core services on an as-needed basis in the local office. Specific Migrant and Seasonal Farm Workers Program services are available through the DES Employment Service offices throughout the State. If a need is identified, the designated staff for Maricopa County will be contacted to assist in the delivery of services to the Migrant and Seasonal Farmworker or Agricultural employer.

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**G. Veterans:** The One-Stop is required to provide Priority of Services to veterans and eligible spouses. See section I.10 for additional information on Veterans' services.

**H. Individuals with limited English proficiency:** Persons with limited English proficiency may be a secondary school student, adult, or out-of-school youth with limited ability to speak, read, write, or understand English and whose native language is not English or who lives in a family or community environment where a language other than English is spoken. Clients in this category are referred to Rio Salado Community College. They are eligible for all One-Stop Career Center core services and consideration for intensive/ training services.

**I. Homeless veterans:** Staff has partnered with DES DVOP staff in the respective areas to assist in providing services to any homeless veterans in the County.

**J. Ex-offenders:** Ex-offenders have access to all core services in the One-Stop Career Centers. In addition, program staff utilizes the Inmate Employment Information Packet provided by Department of Economic Security and Arizona Commerce Authority as reference when working with ex-offender clients. The clients and potential employers are educated on special initiatives that exist to support ex-offender employment including the Federal Bonding Program and Work Opportunity Tax Credit by the DES DVOP and LVER staff.

**K. Older workers:**

Increasing numbers of older individuals are seeking services at the career centers than ever. To meet this need MWC developed an Employability Skills workshop that they have the flexibility to provide information specifically to older workers. These are presented at both locations and can be facilitated in local areas that reflect older worker demographics.

**L. Individuals training for nontraditional employment:** Non-traditional employment is defined in WIA Section 101(26) as follows: "The term nontraditional employment refers to occupations or fields of work for which individuals from one gender comprise less than 25% of the individuals employed in such occupation or field of work." Staffs provide information to any client interested in non-traditional employment.

**M. Individuals with multiple challenges to employment:**

MWC assists a wide range of individuals facing multiple barriers. These individuals may be center walk-ins, referrals from Community Action Program offices, ACCESS Points, Veterans Stand-down and other community organizations. Supportive services are available to assist these individuals with reducing obstacles to employment. CAP offices and other community-based organizations may also provide additional resources

*Describe strategies and partnerships that will focus on serving individuals with disabilities.*

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The full range of employment and training programs are provided to all job-seeking customers, with attention given to special populations. Different population groups often face additional challenges and barriers and are in need of more intensive services. The LWIB's staff conducts outreach in the community distributing flyers, brochures and facilitating informational presentations to community organizations and local employers outlining all program services.

The local Vocational Rehabilitation Services Representative is on the LWIB to ensure that information on services and programs is made available to persons with disabilities. The LWIB staff is provided with the necessary employment related technical assistance, guidance, and training to effectively serve persons with disabilities.

- Assistive Technology training is provided to staff to ensure that all available and reasonable accommodation guidance is provided to persons with disabilities;
- Persons with Disabilities are provided guidance on resume writing, approaching businesses and interviewing tips;
- Staff is trained in Disability Awareness that includes sensitivity training to effectively work with and help individuals with disabilities.
- Customer service training is provided to all staff to ensure they are utilizing appropriate techniques when working with persons with disabilities; and
- Referrals and sharing of service information with a wide range of stakeholders with local service providers.

### I.2 DISLOCATED WORKERS

*Describe how the Local Workforce Area coordinates the delivery of services to eligible dislocated workers*

Dislocated workers are defined as those individuals who are unemployed due to a downsizing or a business closure.

Often, recruitment occurs at the receipt of a WARN Notice. However, there are many times that a WARN Notice is not generated due to the size of the business closing or downsizing. The Maricopa County LWIB will serve all dislocated workers regardless of whether a WARN Notice was issued. In addition, individuals entering the Centers who were laid off but did not receive group orientations or information will be classified as a dislocated worker if evidence of dislocation is available. That provides the dislocated worker with the opportunity to co-enroll into both the WIA Title IB Dislocated Worker Program and the WIA Title IB Adult Program. Co-enrollments will also be sought with Trade Act partners.

The dislocated worker population has traditionally included persons with different needs,

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employment histories and experiences than the adult low-income population. These include higher financial needs that translate into higher salary requirements, specific training needs, and retirement and pension issues.

As other adult workers served under WIA, they may lack educational credentials and academic skills, which pose a barrier to reemployment. The Core and Intensive services available to dislocated workers are similar to those under the WIA adult programs.

Generally, dislocated workers are eligible for unemployment compensation and therefore can participate in training without financial hardship.

WIA has a specific provision assuring unemployment compensation for dislocated workers in training even though that individual is not available for work.

Displaced homemakers are served with dislocated worker funds.

The Dislocated Worker Program is designed to help workers get back to work as quickly as possible and overcome such difficult barriers to employment as:

- Difficulty transferring specialized skills to other occupations or industries
- A decline in the market demand for certain skills
- Age or length of work experience
- Need for formal training or education
- Lack of jobs with earnings at a level comparable to their previous positions
- Transportation

Dislocated workers are offered the full range of services within a One-Stop.

MWC has developed a process with DES for the referral of Dislocated Workers attending Re-Employment Services orientations. Individuals in need of upgrading their skills or retraining are referred to WIA. Trade Adjustment Assistance participants are also referred to WIA for co-enrollment.

Dislocated Workers work with a Career Guidance Specialist to receive one-on-one assistance to develop a reemployment plan which is tailored to meet their specific needs. Dislocated workers, Veterans, eligible spouses of veteran and displaced homemakers may be served with dislocated worker funds if they meet the definition of a dislocated worker.

### I.3 Rapid Response

*Rapid Response is a required activity designed to assist workers who are facing loss of employment through a permanent closure or mass layoff, or a natural or other disaster that results in mass job dislocation to obtain reemployment as soon as possible.*

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*Identify the Local Rapid Response Coordinators who are responsible for connecting dislocated workers to WIA Title I-B resources*

MWC has identified the East Valley and West Valley Career Center Managers as the Local Rapid Response Coordinators.

*Identify how the Local Rapid Response Coordinators work with additional stakeholders through integrated partnerships to form Rapid Response Teams.*

Upon notification of a layoff or closure the Center Manager or Business Services Supervisor contacts the employer within a short period of time, 48 hours or less, to provide information on services available through the workforce system. The Business Services Supervisor also identifies the employer's needs and together with the employer develops a Transition Plan.

The Center Manager assembles a Rapid Response Team which may consist of other MWC staff and program partners including DES Employment Service, DES Unemployment Insurance, Trade Adjustment Assistance (if appropriate) and other agencies based on the demographics and needs of the employer and affected employees.

Depending upon the location of the company, size of the layoff, and / or where the affected employees reside, MWC may partner with Phoenix Workforce Connection to ensure that services are provided as efficiently and expeditiously as possible. Regional strategies in partnership with PWC are in place to accommodate businesses experiencing a mass layoff. MWC and PWC plan service delivery at the time of initial contact with the employer and determine whether MWC or PWC will assume the lead based on company logistics. Both MWC and PWC provide access to career services provided through DES however efforts are coordinated to prevent service duplication and maximize resources.

Local union representatives may be contacted as appropriate to participate in the development of the Transition Plan.

Interpreting services may be procured if a significant number of affected employees are monolingual or have limited English speaking ability.

*Identify the local area's Rapid Response team and their roles and functions.*

The Rapid Response Coordinator will make the initial contact with the employer to obtain information about the layoff including number of affected employees, types of positions, timeframe of layoff and to educate the company about the services available through the workforce system. The RRC and the Business Services Team will develop a transition plan outlining the services to be provided to affected employees. The Rapid Response Team may directly provide Rapid

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Response orientations and workshops to employees or may utilize other service teams within MWC to assist with the delivery of these activities.

### **MWC Welcome Team**

Team members may provide job readiness training or assessments as outlined in the employer's Transition Plan. These trainings may be provided on-site, at an MWC Career Center or another location. The team may also provide more detailed information on WIA services including case management services and the process for applying for WIA training funds.

### **MWC Skills & Career Development Team**

Career Counselors may provide assessment and career guidance services to assist the affected employees with career and educational goals.

### **MWC Business/ Employment Team**

Business Account Coordinators may provide affected employees with job referrals and provide labor market information.

### **DES Employment Service**

DES provides information on how to register with ES to gain access to job opportunities and explains how ES Representatives can assist with job matching and job referrals.

### **DES Unemployment Insurance (UI)**

Staff provides information to the affected workers about UI benefits and the application process.

### **Trade Adjustment Assistance (TAA)**

Staff provides information to the affected employers and workers about TAA reemployment services and benefits that may be available to them. Staff also assists them through the petition process.

Other agencies or community-based organizations may participate as appropriate based on the company's and affected workers' needs.

*Identify your local Rapid Response policies, including the minimum threshold number of affected workers the LWIB has approved for Rapid Response services to be provided to a company experiencing a layoff, reduction in force or closure.*

The LWIB's policy is to provide Rapid Response services to those companies experiencing corporate restructuring/downsizing or facility closure involving ten (10) or more employees. The intent of Rapid Response is to provide lay-off aversion services where possible, and in instances where a lay-off is imminent, minimize the impact of being laid-off and significantly limit any period of unemployment by assisting with comprehensive transition services.

*Describe services to be provided to those affected by a mass layoff including planned strategies for incumbent worker training focusing on layoff aversion.*



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A wide array of services may be provided to companies to better prepare dislocated workers for a smooth transition to new careers and re-employment. MWC may contract on-site career transition services for those employers requesting pre-layoff intervention activities. This allows MWC to provide a quality level of service in multiple locations and meet the needs of employers for on-site career services.

Based on the need for services as outlined in the Transition Plan, workshops/services may include, but are not limited to:

- ✓ Assessments
- ✓ Career Exploration
- ✓ Basic Computer Skills
- ✓ Career Counseling and Development of an Individual Employment Plan
- ✓ Educational Financial Aid Assistance
- ✓ Identification of transferable skills
- ✓ Financial Planning
- ✓ Interviewing Techniques
- ✓ Job Development and Placement
- ✓ Job Search (internet based and traditional)
- ✓ Labor Market Information
- ✓ Life Skills Training
- ✓ Job Club / Networking
- ✓ Resume Writing / Review
- ✓ Targeted job fairs
- ✓ Occupational Skills Training
- ✓ Skills Upgrading
- ✓ Credentialing
- ✓ Additional workshops/services may be identified by employer or by MWC

One of the roles of the Rapid Response Coordinator is to identify the reason for the plant closure and/or substantial layoff and together with the employer determine if there is any way it can be averted. Lay off aversion strategies can be explored. The RRC can provide information on federal, state and local resources available to assist businesses.

Incumbent worker training is an option that is available to employers to strengthen their workforce.

MWC may pay up to 50% of the training costs.

### I.4 Apprenticeship Program

*Registered Apprenticeship includes on-the-job learning from an assigned mentor combined*



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*with technical training provided by apprenticeship training centers, technical schools, community colleges, and institutions employing distance and computer-based learning systems. At the end of the apprenticeship, all apprentices receive a nationally recognized credential. Some apprenticeship programs offer interim credentials as apprentices achieve important milestones during their apprenticeship.*

*Describe how the Local Workforce Area will coordinate efforts with the State Apprenticeship Program.*

MWC has had a close working relationship with several apprenticeship programs for many years. MWC will continue to coordinate with the State Apprenticeship program to assist new apprentices with funding for training, assist apprenticeship programs with their recruitment efforts as needed.

Registered Apprenticeships (RA) are on our training services menu. Maricopa County Workforce Investment Area will explore the apprenticeship program playing a part in our sector strategies implementation where possible. Depending on the length of the RA, co-enrollments may be made to assist with training costs for the first year of the program for eligible and suitable participants deemed likely to succeed as defined by the Workforce Investment Act.

When a potential new apprenticeship provider approaches the (LWIB) regarding the eligibility to become a Registered Apprenticeship entity, the following information will be provided:

- Contact information for Region 6: Tim Carson, ATR U.S. Department of Labor/ Employment and Training Administration / Office of Apprenticeships 119-3<sup>rd</sup> Street NE Suite 215, Cedar Rapids, Iowa 52401 (319) 362-2494 Email: carson.timothy@dol.gov
- Contact Information for AZ Department of Economic Security Willie Higgins, Apprenticeship Manager (602) 542-5641 whiggins@azdes.gov
- US Department of Labor Guide Document: "Setting Up a Registered Apprenticeship: Quick Overview for Potential Employers"

The Employment Team working with the Skill and Career Development Team in a coordinated approach called the Business Services Team, will include Registered Apprenticeship trainings on the local area's Leads List and meet with them to gain a better understanding of the apprenticeship qualifications in order to make appropriate referrals.

*Describe current and planned use of WIA Title 1B funds for apprenticeship training.*

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MWC has had a long standing relationship with several certified apprenticeship programs including the Pipe Fitters, Sheet Metal, Bricklayers, Electrical and Heating programs. MWC assists apprentices with their first-year program costs. The labor union or contractor responsible for oversight of each apprentice agrees to provide MWC with progress reports, employment status, and wage information for up to 12 months during an apprentice's first year of training.

WIA IB funds may be used to assist with program costs the first-year of an individual's training. Registered Apprenticeship participants may be co-enrolled in WIA IB services for which they are eligible and suitable to leverage resources and increase the opportunity for success.

### I.5 Trade Adjustment Assistance (TAA)

**The Arizona Trade Adjustment Assistance (TAA) program will provide seamless services to participants through a coordinated and functionally aligned effort between the Workforce Investment Act (WIA) and Wagner-Peyser (WP).**

**Describe how TAA services will be delivered. LWIA's must describe how they will ensure enrollment of TAA participants into the WIA Title IB Dislocated Worker Program.**

The TAA Program is a federal program that is operated through the state. Applicants are approved for the program using a two-step process: 1) applying to the United States Department of Labor (USDOL) for certification for program eligibility for a group of workers at a specific company, and 2) applying within a worker's state for individual benefits and services based on a DOL certification.

The Trade Adjustment Assistance (TAA) Program was created to provide benefits and support to workers who become unemployed due to the impact of international trade. The TAA Program seeks to provide U.S. workers who are adversely affected by trade with the opportunity to obtain the skills, resources, and support they need to become reemployed. Effective October 21, 2011, President Obama signed the Trade Adjustment Assistance Act of 2011 which made some changes to the 2009 TAA program amendments. The TAA Program works closely with Workforce Development partners to provide these services and achieve the goal of returning workers to suitable employment as quickly as possible.

The program representative determines eligibility for the WIA Dislocated Worker Program and TAA eligibility by information received from the participant or by accessing the website [www.doleta.gov/tradeact/](http://www.doleta.gov/tradeact/) to verify that the employer has filed a petition and that the company has been certified.

Collaboration efforts between the Dislocated Worker Program and the TAA program will be utilized to effectively foster program communications, co-enrollment, increase awareness and integrated service delivery for our mutual participants. Guidelines will be developed jointly and ensure the availability of services to individuals affected by a layoff due to foreign competition.

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The WIA Program Supervisor will contact TAA career counselors to discuss the participant's employment plan. Services will be coordinated between WIA and TAA to avoid duplication of services from both funding streams. All TAA participants will be co-enrolled in both the WIA Dislocated Worker and TAA programs. Communication between the WIA Program Supervisor and TAA career counselors will be ongoing to leverage services.

### I.6 Reemployment Services

Employment Service (ES) targets Unemployment Insurance (UI) claimants who are most likely to exhaust benefits before getting a job. RES requires focus on providing case management, career plan development, training, and follow-up services for job seekers who present more significant barriers to employment and have a greater probability of exhausting Unemployment Insurance (UI) benefits. RES case management will focus on providing meaningful opportunities and quality case management to individuals most affected by the economic downturn. Services will be client-centered and tailored to the individual. These services will be provided to any/all claimants that identify they have been selected to attend an orientation.

All claimants who report as scheduled for orientation to RES via the WPRS program are required to receive:

- Assessment of skills, interests, abilities, and supportive service needs
- Registration in the AJC System
- Labor market information
- Staff assisted job search and placement assistance
- Development of an employability plan
- Information on transferrable job skills
- Information and referral to support systems
- Career counseling
- Job search workshops
- Job fair opportunities
- Job development
- Resume preparation and critique
- Case management
- Referrals for training when applicable

#### **Describe how Reemployment Services will be coordinated within the operations of the One-Stop Centers.**

Potentially eligible customers will be referred to the closest Employment Service Office for these services using a formal referral process. If transportation is a barrier, then reasonable options will be explored to ensure the claimant receives services.

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### I.7 Migrant Season Farmworker Outreach Program

*Employment Administration (EA) and Employment Service (ES) provides services through the One-Stop Career Center/Labor Exchange System to empower Migrant and Seasonal Farm Workers and limited English proficient (LEP) individuals in: making career and labor market decisions; achieving economic self-sufficiency; and improving their living and working conditions.*

*Where provided, describe how Migrant Seasonal Outreach Program services will be delivered and coordinated within the operations of the One-Stop Centers.*

Migrant Seasonal Outreach Program staff will be providing information to Migrant Seasonal Farm Workers (MSFW) and their families on services available through the One-Stop Career Center partners. Those referrals include, but are not limited to:

- Employment Service registration and job referrals;
- Referrals to PPEP for program eligibility or other approved Migrant Seasonal Farmworker Programs.
- Referrals to Workforce System services Maricopa Workforce Connections will work with the Migrant Seasonal Farmworker Program to develop a pre-screening tool to ensure referrals are appropriate.

Migrant and Seasonal Farmworker Program representatives serve as stakeholders to the Maricopa County One-Stop System and are invited to participate in stakeholder meetings. The local Memorandum of Understanding includes referral information to support coordination between the Migrant and Seasonal Farmworker Program and One-Stop partner programs and services.

### I.8 Senior Community Service Employment Program (SCSEP)

*The Senior Community Service Employment Program (SCSEP) fosters useful part-time, work-based training opportunities (community service assignments) for unemployed low-income persons who are 55 years of age or older who have poor employment prospects.*

*Describe how the local workforce system will ensure integration of the Senior Community Service Employment Program (SCSEP) into the Local Workforce Area business plan.*

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MWC partners with the Senior Community Service Employment Program (SCSEP) to enhance the employability of low-income mature workers. Opportunities for part-time work experience coupled with access to One-Stop Center resources and services promote opportunities that develop new job skills and teach 21<sup>st</sup> century job search techniques.

The primary SCSEP job duties at the MWC One-Stop are assigned within the Welcome Center. SCSEP workers greet and refer customers to welcome functions, staff the Resource Room and provide workshop and appointment reminder calls.

MWC One-Stop staff provide training to ensure the SCSEP worker can integrate within the Welcome Team to provide job seekers with skilled support to include creating email addresses, completing on-line applications and attaching resumes, accessing Arizona Job Connection and other employment search engines and providing informed referrals to One-Stop and community resources and events.

SCSEP workers are provided opportunities to attend a variety of workshops, job fairs, targeted employment recruitments and other events held at the One-Stop Centers.

In addition SCSEP may meet with members of the Skills and Career Development Team to explore career options and possible enrollment in WIA to participate in assessments and labor market review to determine if current skills meet employer hiring needs.

Employment is the goal of the work experience training for SCSEP workers at the One-Stop Centers in Maricopa County. MWC helps SCSEP workers find unsubsidized employment and/or take advantage of WIA funded training for occupational training and skills upgrades.

### I.9 Youth Services

*Each Local Workforce Investment Area (LWIA) coordinates with community partners to offer services to youth, especially youth with significant barriers to employment. In collaboration with their partners, strategies are developed by the LWIAs to provide initial intake, objective assessment, case management and individual service strategies and eligibility assessment.*

*Describe the strategies to be used to incorporate the required youth program elements within the design framework. Youth program elements consist of:*

- 1. Tutoring, study skills training and instruction leading to the completion of secondary schooling including drop- out prevention strategies;*
- 2. Alternative secondary school services;*
- 3. Summer employment opportunities directly linked to academic and occupational learning;*
- 4. Paid and unpaid work experiences including internships and job shadowing;*
- 5. Occupational skill training;*

## I: Service Delivery to Target Populations

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6. *Leadership development opportunities;*
7. *Supportive services;*
8. *Adult mentoring for duration of at least twelve months that may occur during and after program participation;*
9. *Follow up services for not less than 12 months after participant completes program;*
10. *Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the participant.*

The program design for MWC youth services will be comprehensive and year round. This approach will utilize an array of services through a hybrid approach to meet the needs of youth customers that fall into one or more of the most in need categories such as homeless, justice involved, basic skill deficient, pregnant and parenting teen.

The program will use an age continuum of services which would be highly individualized and age appropriate. The intensity and method of service delivery would vary over time for and among our participants. It's imperative that this program design must provide youth with:

- Preparation for post-secondary educational opportunities;
- Strong linkages between academic and occupational learning;
- Preparation for unsubsidized employment opportunities;
- Effective connections to intermediaries with strong links to both the job market and local and regional employers.

This hybrid approach would utilize the One-Stop Operator (Maricopa Workforce Connections) to provide the following program components as its framework for the delivery of youth services.

**Intake and Referral** – Program registration, eligibility determination, collection of information to support eligibility, verification, pre-screening of potential participants, general orientation to self-help services and referrals to other services.

**Objective Assessment** – Identification of service needs, academic levels, goals, interests, skill levels, abilities, aptitudes, support service needs, measures of barriers and strengths, review of basic and occupational skills, prior work experience, employability potential, and development needs.

**Development of Individual Service Strategy (ISS)** – Basis for the entire case management strategy, developed in partnership with the youth, reflects the needs indicated by use of an objective assessment and the expressed interests and desires of the youth.

**Case Management Services** – Part of the overall ISS, apart from such services offered by providers that were competitively procured.

## I: Service Delivery to Target Populations

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MWC shall provide all of the program element services in-house that are allowed by WIA legislation, regulations and waivers approved for the state of Arizona. The remaining elements are competitively bid according to federal and state mandate.

It is within the scope of the contract for youth providers to offer WIA-related youth services or incorporate a direct referral process for youth to receive tutoring, study skills training; instruction leading to completion of secondary school including dropout prevention strategies for those deficient in basic education skills or needing assistance to complete their secondary education; alternative secondary school services to complete a high school diploma or a G.E.D., summer employment opportunities directly linked to academic and occupational learning with an emphasis on work experience through competency-based instruction.

The learning experiences at each worksite will vary widely depending on the job tasks and supervisor's orientation. The focus of summer job activities is the attainment of specific occupational, work maturity and citizenship skills. Paid and unpaid work experience includes job shadowing to promote the development of good work habits and basic work skills. This shall be accompanied either concurrently or sequentially by other services to increase the basic educational and/or occupational skills of the participant. Internships are assignments that benefit participants that are designed to enhance the long-term employability of youth.

An internship may be combined with classroom instruction relating to a particular position, occupation, industry or the basic skills and abilities to successfully compete in the local labor market. Placement will be based on participant interest/work skills identified during the objective assessment process. Occupational skill training provides academic and technical instruction necessary to meet employment requirements. The program will refer to schools who meet certification requirements under the WIA Adult and Dislocated Worker ITA process.

Leadership development opportunities may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours. Training will include, but is not limited to, job readiness skills, communication skills, team building skills, time management, —soft skills training and various community based activities.

Participants will be given the appropriate referrals to available resources including supportive services such as financial and non-financial support. In addition, participants may receive a stipend to offset training-related expenses such as transportation costs.

Adult mentoring is required for the period of participation and a subsequent period, for a total of not less than 12 months. Educational opportunities, occupational opportunities, and barrier resolution will be among the topics addressed in the mentor/youth relationship. Follow-up services for no less than 12 months will occur for each program participant. Comprehensive guidance, counseling and referral to recognized needs, opportunities, strengths and/or limitations to make decisions based on this information, remove barriers to success, receive support services when appropriate and create an educational/vocational attainment plan.



## I: Service Delivery to Target Populations

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*Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment of youth.*

MWC staff work in collaboration with the providers to advise, direct and ensure compliance within the scope of their contract and assist with outreach to obtain external resources and connection with local employers. The Youth Council provides oversight and offers guidance, outreach and additional external resources to address youth barriers. MWC shall conduct an **initial intake** that consists of an **assessment** interview with the youth to determine **suitability, needs, goals and eligibility**. Staff provides youth with a broad overview of available resources and all services available at the One-Stop including programs and/or services that are provided by MWC's partners or other entities.

The **objective assessment** is conducted to assess the participant's basic literacy level, functioning level, understanding the participant's expectations, level of need, and the participant's short and long term interests and goals. The Test of Adult Basic Education (TABE) is used to determine math, language and reading levels. In addition, vocational assessments are conducted to determine occupational interests. For youth who are disabled, special accommodation will be provided in administering the test, per federal guidance. Development of the **Individual Service Strategy** (ISS) begins during the objective assessment, in conjunction with the youth participant. The ISS includes a customized individual competency-based service strategy plan to include: long and short term employment/training goals, appropriate achievement objectives with reasonable timeframes, and identified barriers. The case manager works with the participant to identify the appropriate combination of program services, education, and community referrals to assist youth in overcoming their barriers and achieve their employment and educational goals.

Youth case management will include coordination of applicable services, documentation of achievement of goals identified in the Individual Service Strategy. Case management also involves motivating youth to remain in school, completing high school and preparing for possible post-secondary educational opportunities. Career guidance and counseling will support the case management component in providing youth with guidance relating to career exploration, decision-making, goal setting, personal issues and financial management. Referrals may be made to link youth with other youth-serving agencies, organizations and training providers to achieve their stated goals.

*Describe how the Local Workforce Area will deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. The discussion must include how the Local Workforce Area coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps (if applicable) program in the state.*



## I: Service Delivery to Target Populations

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MWC works closely with education, human services, juvenile justice, and youth serving agencies such as Job Corps to serve youth most in need. Partnerships are strengthened through involvement of these youth focused services on the Youth Council.

In July 2010 the MWC Youth Council agreed to embrace a new direction for the MWC youth service model, supporting the guidance from TEGL 13-09 —Contracting Strategies That Facilitate Serving the Youth Most in Need.

Included in this direction, the MWC Youth Program has shifted the focus from evaluating contractors based on new enrollments to emphasize long-term services aimed to assist youth with post-secondary and employment opportunities. As a result, contractors are evaluated based on —real-time benchmarks that measure successful outcomes during program participation and/or immediately upon completion of the program. These benchmarks provide an insight into the effectiveness of each of the youth providers and serves as a program management tool in predicting the success for WIA regulatory and common measures.

Working collaboratively with PWC, MWC is streamlining reporting requirements, program policies and procedures, and contractor monitoring so that our common youth services providers can function more effectively to meet program performance requirements. In addition to meeting WIA income requirements defined in WIA section 101(25), Maricopa County requires at least one documentable barrier to determine eligibility for WIA youth services.

*Identify the additional 5% non-economically disadvantage youth barrier, including the process and criteria to be used to determine “serious barriers to employment”, and the process to track enrollment of non- economically disadvantaged youth.*

Currently, Maricopa County utilizes the 5% economically disadvantaged youth barrier. This barrier is used for youth that have at least one identified documented barrier as defined in WIA section 101(25) and lives in a household that does not meet the income criteria. Youth providers are required to submit a monthly report that tracks all enrolled youth, including the numbers of youth that are enrolled under the 5% barrier. Fiscal and administrative staff review the data and immediately alert providers and leadership through email if the 5% cap is close or exceeded.

*Identify the process that is used to track out-of-school youth enrollments and expenditures to meet the 30% out-of-school youth minimum expenditure requirement.*

Youth Providers are required to submit at the beginning of the contract term the budget breakdown to reflect 30% out-of-school expenditures. Youth Providers submit invoices, which break out the out-of-school expenses and in-school expenses on a monthly basis. All required back-up documentation is also submitted monthly and is compared by program and finance

## I: Service Delivery to Target Populations

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staffs to ensure the submittals are correct. HSD Finance staff compares monthly reports to verify expenditures that are submitted within each youth category to actual expenditures incurred from the prior month. Fiscal and administrative staff review the data and immediately alert providers and leadership through email if the 5% cap is close or exceeded.

*Identify the sixth youth barrier(s) for “individuals (including youth with a disability) who required additional assistance to complete an educational program, or to secure and hold employment,” as identified by the Local Workforce Board.*

Other eligible youth who face serious barriers to employment and are defined as “at risk” by MWC based upon assessment of skill needs, barriers and/or referrals from:

- Juvenile Justice Court system
- Youth services providers
- Local education agencies

*Describe in detail strategies to identify, recruit and engage youth to comply with the Literacy and Numeracy Gains performance measure.*

MWC identifies Literacy and Numeracy Gains through the use of the Test of Adult Basic Education (TABE) assessment that is administered during the Objective Assessment process at time of eligibility determination. Youth will participate in establishing Literacy and Numeracy goals to assist in gains needed for further training and/or educational opportunities.

MWC staff and youth program providers conduct outreach to out-of-school youth seeking occupational training services and who are in need of increasing Literacy and Numeracy skills for meeting program and/or credential requirements. Recruitment efforts include: staff participation at community events, outreach to youth organizations, Faith-Based Organizations, and referrals from schools and probation officers.

MWC and youth providers will work together in ensuring Youth are aware of reaching Literacy and Numeracy Gains/Goals. Youth will be informed of the positive outcomes in relation to their individual career and educational goals. This will assist in building positive self-esteem by identifying small achievements in completion of coursework. Upon completion of the required classroom instruction, Youth will be re-assessed in area of deficiency to identify performance gain.

*Describe in detail how the Local Workforce Area will conduct monitoring of Youth Program providers to ensure compliance with program objectives.*

## I: Service Delivery to Target Populations

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MWC's QA Team conducts on-site monitoring of the youth programs to ensure compliance with all program objectives, as well as WIA regulations, Federal, State and local policies and guidance. Reviews are conducted bi-annually with each provider. The review includes programmatic, financial, EEO compliance and interviews with program staff and participants. A random sampling of participant files is selected for review. Based upon the review findings MWC staff provides appropriate training and technical assistance as needed.

In general, monitoring consists of the review of a 10% sampling of active participant files and 5% of exited participant files. First, a desk review of Arizona Jobs Connection (AJC) system data is conducted to verify that data has been entered by the participant and the case manager. Next an on-site file monitoring is done.

The on-site monitoring involves verification of the presence of hard copy or "source" documentation in the participant's file that is located at the physical site from which services have been provided.

Both methods are components of programmatic monitoring and aim to determine the rate of accuracy and staff's compliance with local, State, and federal rules, regulations, policies, procedures, and documented practices.

MWC also conducts Americans with Disabilities Act (ADA) and Equal Opportunity (EO) monitoring which entails verifying written receipt of their legal rights regarding the aforementioned legislation and interviewing clients/participants regarding their experiences in the delivery of WIA services to determine compliance with non-discrimination laws.

A standard checklist is used by the monitoring staff to review all Youth Programs. Program providers have been provided with the checklist upon contract award or renewal. If there are updates to the checklist, providers are provided the updated tool. The QA Team extracts a list from the AJC system of all participants served by a specific provider. From the list of total participants, a random sample as described above is extrapolated. The final list represents participants who will be selected for compliance monitoring/data validation in the AJC system. After the desk reviews have been completed, the list of selected participants is sent to providers so that they can provide access to the corresponding hard copy participant files, and a minimum of three days prior to on-site monitoring.

Upon completion of on-site reviews, monitoring staff will discuss with the provider a short-term timeline for: completion of the results of the monitoring visit; a date in which results will be released; the date of a technical visit to discuss results; and due date for responses to Recommendations and Corrective Actions, if any exist.

Each Youth provider is evaluated by MWC on a quarterly basis on seven (7) other criteria:

1. Attainment of Federal Performance Measures;
2. Expenditures;
3. Service Levels;
4. Program Monitoring Outcomes;

## I: Service Delivery to Target Populations

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5. Fiscal Monitoring Outcomes;
6. Monthly and Quarterly Reports; and
7. Submission of Weekly Reports.

For each provider, the aforementioned criteria are reviewed and scored quarterly against established **benchmarks**. **The scores are largely based upon a provider's progress toward the established quarterly measurements.**

### I.10 Veterans

*The primary objective of the Veterans Program is to develop and support programs that increase opportunities for veterans to obtain employment and job training in Arizona. Eligible veterans are entitled to receive priority services in job referrals and training as well as other employment-related services.*

*Describe strategies that will ensure compliance with the priority of service procedures and how Veterans will be served.*

Veterans and eligible spouses of veterans are screened by the welcome team when they come into the One-Stop center. They are given priority of service materials to complete and then receive appropriate priority of service.

MWC works with the Department of Economic Security Employment Administration to enhance collaboration and identify strategies that will support the integration of the Disabled Veterans Outreach Program (DVOP) and Local Veteran Employment Representative (LVER) into the comprehensive One-Stop as well as the other workforce centers. A Veterans Representative has been assigned to provide on-site services on a regular basis at both One Stop Centers. The DVOP and or LVER will provide:

- A pamphlet available in One-Stop Career Centers for veterans and covered persons that provides information on services and locations throughout the state;
- Posters that assist with identifying veterans and covered persons at the point of entry;
- Provide a list of all DVOP and LVER staff throughout the state on a quarterly basis; and
- Inform WIA staff of any / all information on any changes that would impact the delivery of services to veterans and eligible spouses.

**State policies ensure that covered persons are aware of:**

**Their entitlement to priority of service:** Jobs for Veterans Act 2002 (Public Law 107-288) and the United States Department of Labor, Employment and Training Administration's (ETA)

## I: Service Delivery to Target Populations

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Training, 20 CFR Part 1010, Priority of Service for Covered Persons; Final Rule and Employment Guidance Letter (TEGL) #5-03.

**The full array of employment, training, and placement services available under Priority of Service:** Public Law 107-28 and 20 CFR Part 1010, Priority of Service for Covered Persons; Final Rule defines Priority of Service in respect to any qualified job-training programs: “a covered person (Paragraph II, E) shall be given priority over non-veterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision in law.” Priority services include, but are not limited to:

Registration;  
Intensive services by DVOP/LVER staff;  
Testing;  
Vocational guidance;  
Referral to employment services;  
Job search workshops;  
Referral to job training;  
Referral to job openings;  
Job development;  
Training; and or  
Case management

In addition, Arizona’s One-Stop partners and Employment Administration in accordance with Public Law 107-288, Section 2(a) of the Act 38 U.S.C. 4215(a) and 20 CFR Part 1010 Final Rule which create a priority of service for veterans (and eligible spouses) “who otherwise meet the eligibility requirements for participation” in all United States department of Labor funded job training programs, will ensure priority of service to veterans as defined in Training and Employment Guidance Letter (TEGL) #05-03, “affected programs” include, but are not limited to:

Workforce Investment Act Adult and Dislocated Worker formula-funded program;  
Wagner-Peyser Employment Service;  
Trade Act Programs;  
National Emergency Grants;  
Senior Community Service Employment Programs (SCSEP);  
Migrant and Seasonal Farm Worker (MSFW) Program;  
Indian and Native American Program;  
H-1B Technical Skills Training Grants;  
Job Corps;  
Workforce Investment Act Demonstration Projects;  
Youth Opportunity Grants;  
Workforce Investment Act Youth formula-funded programs;  
Labor Market Information Formula Grants;  
DOL funded pilot programs;  
Research and development;

## I: Service Delivery to Target Populations

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Career One-Stop Electronic Tools and other internet-based self-service tools operated by the United States Department of Labor grantees.

### **Any applicable eligibility requirements for those programs and/or services:**

Rule which define covered persons as:

**Veteran** means a person who served in active military, or air service, and who was discharged or released wherefrom under conditions other than dishonorable, as specified in 38 U.S.C 101(2).

**Eligible Spouse** means the spouse of any of the following:

1. Any veteran that died of a service connected disability;
2. Any member of the armed forces service on active duty who, at the time of application for the priority, is listed as one or more of the following categories and has been so listed a total of more than 90 days:
  - Missing In Action;
  - Captured in line of duty by a hostile force; or
  - Forcibly detained or interned in the line of duty by a foreign government.
3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the VA;
4. Any veteran who died of a disability as indicated in number three above; and
5. The priority of service does not change the intended function of a Program. Covered persons must meet all statutory eligibility and program requirements for participation in order to receive priority for a program or service.

In addition, a covered person under PL 107-288 is defined as:

### **Veteran as defined by U.S.C. Title 38:**

- Served on active duty for more than 180 days and was discharged with other than a dishonorable discharge;
- Was discharged (regardless of length of service) because of a service connected disability; or
- Was a member of a Guard or Reserve Unit, called to active duty during a war (regardless of the length of time served) or in an operation where a campaign badge was authorized and was discharged with other than a dishonorable discharge.

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**Spouse of any of the following individuals:**

- A veteran who died of a service-connected disability;
- Any member of the armed forces listed as missing for more than ninety days;
- Any member of the armed forces forcibly detained by a foreign government or power for more than ninety days; or
- Any veteran who died while a disability so evaluated was in existence.

**Describe in detail strategies to be implemented to identify and enroll eligible veterans in the Dislocated Worker program.**

**Direct Referral**

**A.** If the Local Veteran's Representative identifies veterans and/or their spouses who would benefit from enrollment in the Dislocated Worker program they will make a referral to the Dislocated Worker Program using a referral form, personal call, email or face-to-face contact. This consists of recently Separated Veterans and Veterans who have been in the workforce, but are unemployed due to a layoff. All Iraqi/Afghanistan era veterans will be offered the Gold Card Initiative.

**B.** The Dislocated Worker Program Manager will make an appointment with the veteran /eligible spouse. The Program Manager will determine the needs of the veteran/spouse and make any or all appropriate referrals for services will be provided. All veterans and or eligible spouses of veterans will be required to provide required program eligibility information.

**C.** If any of the WIA staff identifies a veteran and or eligible spouse of a veteran they will contact the DVOP of LVER that is assigned to their respective area via email or phone call to set up an appointment for services if they are not on-site.

**Collateral Material**

**A.** Posters and brochures related to the Recently Separated Veteran and/or Spouses will be provided for all locations

**B.** A referral form will be provided for all offices to utilize to refer veterans and or eligible spouses of veterans to DVOP and or LVER staff as applicable.

### J: Desired Outcomes

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*The Local Business Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan and how these were determined.*

*Identify who will negotiate performance measure goals on behalf of the Local Board.*

The Assistant Director for Workforce Development will negotiate performance measure goals on behalf of the Local Board. The Assistant Director will review prior years' actual performance to determine proposed performance measures for negotiations with DES.

*A description of the local levels of performance negotiated with the State to be used by the Local Workforce Board for measuring the performance of the local administrative and fiscal agent (where appropriate), eligible training providers, and the local One- Stop delivery system.*

MWC's negotiated performance goals for PY 13 WIA Title IB are:

Performance Measures	PY 13 Negotiated Level
<b>Adult</b>	
Entered Employment	74.5%
Employment Retention	84.0%
Average Earnings (for six-months period)	\$13,200
<b>Dislocated Worker</b>	
Entered Employment	83.0%
Employment Retention	87.5%
Average Earnings (for six-months period)	\$16,400
<b>Youth</b>	
Placement in Employment/Education	62.5%
Attainment of Degree/Certificate	60.5%
Literacy/Numeracy Gains	43.0%



## J: Desired Outcomes

*The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes.*

In addition to WIA Title IB, the following partner measures will be reviewed on a regular basis:

LVER is responsible for supervising Disabled Veterans Outreach Program Representatives (DVOPs) and or Veteran Work Study participants.

### **Performance: Wagner Peyser 2013**

Entered Employment Entered Employment Rate:	55 %
Employment Retention Entered Employment Rate:	80 %
Average Earnings	\$13,000

### **Jobs for Veterans State Grant Funded Staff**

#### **Disabled Veterans Outreach Program:**

Disabled Veterans Entered Employment Rate	45 %
Disabled Veterans Entered Employment Rate	75 %

#### **Local Veterans Employment Representative:**

Recently Separated Veterans Entered Employment Rate	63 %
Recently Separated Veterans Entered Employment Rate	73 %

#### **Disabled Veterans Outreach Program /Local Veterans Employment Representative Consolidated:**

Veterans Entered Employment Rate	43 %
Veterans Entered Employment Rate	73 %
Veterans Average Earnings	\$16,662

#### **Performance Targets for One-Stop Services for Veterans:**

Veterans Entered Employment Rate	43 %
Veterans Employment Retention Rate	73 %
Veterans Average Earnings	\$16,662
Disabled Veterans Entered Employment Rate	43 %
Disabled Veterans Entered Employment Rate	73 %
Disabled Veterans Average Earnings	\$16,662

#### **Trade Adjustment Act Federal Fiscal Year (FY) 2012 Performance Goals:**

Reemployment Rate	58 %
Retention Rate	83.2 %
Average Earnings	\$13,278

## J: Desired Outcomes

*Describe the Balanced Scorecard measures to be tracked and how you plan to measure and track progress including additional measures chosen by the Local Board that will be included on your balanced scorecard.*

MWC will measure and track progress using the Workforce Arizona Council required balanced scorecard measures once these measures are approved.

In addition, to required common performance measures mandated by the Workforce Investment Act AND measures required by partner agencies outlined above, the LWIB has established the following measures for MWC to track and report on:

VALUE PROPOSITION	PERFORMANCE INDICATORS
<i>Performance indicators will be measured for a program year from July 1 through June 30; cumulative information will be maintained to analyze trends over a five-year period</i>	
1. For the citizens of Maricopa County who require access to economic opportunity, MWC provides education, employment, transportation and other assistive services to promote the development of competitive businesses, self-reliant citizens and families, and enable everyone to participate in improving their quality of life.	i. Number of Jobseekers Credentialed ii. Number of Jobseekers Placed into Employment
2. For the businesses of Maricopa County that require access to a qualified workforce, MWC facilitates partnerships and customized recruiting and training services to enable competitiveness.	i. Number of Businesses Engaged ii. Number of Successful Placements Retained

## J: Desired Outcomes

3. For the economic development community in Maricopa County that requires effective workforce services as a tool for business attraction and expansion, MWC provides customized business solutions to facilitate workforce training and recruitment.	<ul style="list-style-type: none"><li>i. Number of Located/Expansion Opportunities in which MWC has been solicited or identified to participate</li><li>ii. Number of Successful Located/Expansions from above</li></ul>
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*Describe the State required data management system and how partners will interact to provide needed information and to get information from the system needed to manage the local workforce system.*

MWC uses the Arizona Job Connection system which is also being used by DES Employment Service, TAA and by MWC Youth service providers. MWC uses AJC to register all customers accessing career center services, tracking WIA participants from enrollment through follow-up, posting job orders, making job referrals, and strongly encourages center customers to create resumes in AJC.

MWC generates reports to identify the numbers of customers registering in AJC and uses WIA performance reports to ensure that performance and enrollment goals are being met.

The One-Stop Operator Consortium at monthly meetings will discuss the data management system and identify ways to collaborate and work together to get information needed to measure individual program and system-wide results.

*Describe the role technology will play in accessing services and tracking information to enhance service delivery.*

The use of technology is crucial for identifying the numbers of customers accessing services and identifying the types of services they are accessing.

MWC has used this data to ensure that services meet customer demand. For example, workshops that had low attendance have been dropped, while workshops with high attendance are offered multiple times.

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In addition, the Human Services Department has developed its own database, HSD On-line. This customer data from AJC is “dumped” into HSD On-line to keep the amount of data entry minimal.

This data base is being reviewed by the One-Stop Operator Consortium. The coordinated partnership will provide feedback for database enhancements that will improve the integration of case management services within the various HSD divisions and identify the areas in which to target resources.

*How will you measure customer satisfaction and what will you do to use the results for enhancements?*

MWC measures customer satisfaction in a variety of ways including annual customer satisfaction surveys conducted by Maricopa County Research and Reporting.

Periodic surveys are conducted with customers in the One-Stop Centers and during the WIA follow-up process participants are asked to rate their level of satisfaction. Businesses participating in job fairs are asked to complete a satisfaction survey.

Survey results are shared with management and various team leads and changes in processes, policies, and procedures are made as appropriate to improve efficiency and effectiveness.

The Quality Assurance team is focused on continuous improvement and is currently in the process of developing a new customer satisfaction tool.

### K: Agreements, Policies and Procedures

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*The plan must discuss how the LWIA will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).*

*In accordance with State Policy attach the following:  
Fully executed Chief Local Elected Officials Agreement clearly identifying the administrative and fiscal entity and reflecting the responsibilities of each.*

- *Chief Local elected Official and Local Board Partnership Agreement*
- *Local Board and Designated Operator Agreement*
- *Fully executed Memorandums of Understanding between the One-Stop Operator and each partner agency.*
- *Fully executed Resource Sharing Agreement outlining how services and operating costs of the local system will be funded; methodology for cost sharing and invoicing and payment processes.*

*Provide in detail how the Local Workforce Board and Chief Local Elected Official will ensure that One-Stop Operator Agreement will be adhered to and the institutional controls that will be implemented to ensure adherence to the Agreement with respective roles and responsibilities of each party with respect of the operation of the One-Stop system.*

The Local Workforce Investment Board (LWIB) began operating a comprehensive One-Stop Center in 1997. With the implementation of the Workforce Investment Act in Arizona in 2000, the Maricopa County Board of Supervisors designated Maricopa County Human Services Department as the Administrative Entity and Fiscal Agent (under the direction of the LWIB). A Human Services Finance Department staff member attends all of the regularly scheduled meetings of the Local Board. The Board of Supervisors, acting as the Grant Recipient, enters into an agreement with the Arizona Department of Economic Security. The Board of Supervisors must be a signatory to the WIA contract with DES in order to receive WIA funds. The Board of Supervisors then enters into a Chief Elected Official and Local Board Partnership Agreement which delineates the particular roles and responsibilities of each partner.

The Partnership Agreement designates the Administrative Entity and Fiscal Agent roles. In its role as the Administrative Entity and Fiscal Agent, MWC agrees to adhere to the policies, operations, and administrative systems as promulgated by the State and Federal Governments. This includes the new policies that support functional integration, program alignment, and

## K: Agreements, Policies and Procedures

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seamless service in a One-Stop environment. The LWIB and MWC are committed to aligning those services outlined in the Act and providing seamless service in the Comprehensive and Affiliate sites in Maricopa County. This will be accomplished by meeting with the major partners, such as the Wagner-Peyser Program, and working through issues that may be hindering functional alignment. MWC will also designate members of its staff as a Quality Assurance Team to regularly monitor adherence to federal and state policies and regulations. Additionally, the State of Arizona Administrative Entity will provide monitoring of program and fiscal compliance matters. MWC, under the direction of the LWIB will continue to provide an annual fiscal and compliance audit according to Generally Accepted Accounting Principles.

The LWIB has designated MWC as the One-Stop Operator for the Comprehensive Center as required by the Act and its regulations. The operator has been designated following an agreement with 3 partners as outlined in the Act. The operator agreement will outline the roles and responsibilities of the entity chosen to operate the One-Stops in MWC County. The One-Stop Operator will then develop and execute Memorandums of Understanding with the partner agencies in the local area. These MOU's will spell out the respective roles and responsibilities of each party with respect to the operation of the One-Stop system.

All MOU and RSA agreements pertaining to One-Stop partners are currently being reviewed and updated as a part of this local workforce business plan development and will be submitted for final review and approval to be adopted as required. See [\(Appendix 3\)](#) to view Resource Sharing Agreement [\(Appendix 4\)](#) to view Partner Agreement

*Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward the Local Workforce Area goals.*

The monitoring process begins with the identification of goals that the LWIB will institutionalize in order to move the system toward integration, functional alignment, and seamless service. Once those goals are identified, they will become part of the goals of the Request for Proposal (RFP) process that the Local Board will utilize to procure service providers. The LWIB will then task its monitoring and procurement team with monitoring the progress of service providers in the functional alignment and integration process locally. Failure to adhere to the Local Workforce Area Goals may lead to reduction or cancellation of service provider contracts. The LWIB will also request updates to the functional alignment and integration activities with partners in the local area at its regularly scheduled meetings. The LWIB will utilize the policies developed by the Workforce Arizona Council and the Department of Economic Security as its oversight criteria.

*Describe how the Local Workforce Area identifies areas needing improvement and any processes in place to address identified deficiencies.*

## K: Agreements, Policies and Procedures

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The MWC staff of the Local Board will continue using Customer Service Quality Improvement Techniques. If there is a problem identified that affects customer service or performance, the staff usually engages in a process improvement strategy. This strategy identifies a problem to be solved and the Executive Team identifies a team leader and members of a cross functional nature. A sponsor from the Executive Team is identified to assist the team overcome any internal roadblocks. The Team is then asked to develop a mission statement. Following the development of the mission statement, the Team goes to work getting to the root causes of the problem and develops alternative solutions for presentation to the MWC Director. The Team then meets with the Director and makes their presentation. The Director can choose to accept the Team's recommendation, reject the recommendation, or ask for some minor changes in the recommendation. Then the recommendation is implemented. Process Improvement Teams have functioned quite well for the Local Board. They engage staff and provide "ownership" for front line staff who understands the root causes of operational problems much better than those in management.

The Local Board will also entertain suggestions from partners or outside groups that identify problems with Customer Service or performance issues. These suggestions or issues may arise from local business partners, education agencies, community based organizations, economic development organizations, or Chambers of Commerce.

*Provide a copy or a URL link to all local operational and programmatic policies.*

<http://myhsd.maricopa.gov/Divisions/Workforce-Development/MWC-Policies-Adult,-Dislocated-Worker-and-Youth.aspx>

### **Policies Guiding Maricopa County's Workforce System:**

1. Oversees the implementation of a customer driven one-stop workforce delivery system in Maricopa County
2. Guides decisions to achieve outcomes consistent with the Workforce Investment Act of 1998
3. Provides a framework to provide assistance in both the subjective and objective decision making; and
4. Provides an operational framework with which Maricopa County Workforce Connections achieves the desired outcome of employment for customers, opportunities for employers to access the local labor market and training to increase the skills of job seekers

### **Adult and Dislocated Worker Policies**

## K: Agreements, Policies and Procedures

<u>Policy Name</u>	<u>Associated Forms</u>	<u>Approval Date</u>
Allocation of Training Funds Based on Industry Clusters	None	June 2013
Career Center Complaint Procedure	<i>None</i>	June 2013
Career Resource Lab and Instructional Use	None	June 2013
Code of Conduct Policy	None	June 2013
Co-Enrollment	None	June 2013
Conflict of Interest and Nepotism	None	June 2013
Discrimination Complaint	MWC Discrimination Complaint Form	June 2013
Dress Code Standards	None	June 2013
Eligible Training Provider List (ETPL)	WIA - 1031A FORFF (10-13) Credential Checklist	December 2013
EO Corrective Action and Sanctions Policy Maricopa County	None	June 2013
Fingerprinting	Central Registry Form Fingerprint Card Packet	June 2013
Individual Employment Plan (IEP)	Individual Employment Plan	June 2013
ITA Voucher Training Approval Process	ITA Voucher ITA Training Request Checklist	June 2013
Priority of Service for Veterans and Eligible Spouses	Priority of Service Delivery Procedures	June 2013
Reasonable Accommodation Policy	Accommodation Notice MWC Centers - English/Spanish Reasonable Accommodation Request Card - English/Spanish	June 2013
Records Retention Policy	None	June 2013
Reporting Fraud and Abuse Policy	None	June 2013
Self Sufficiency Policy	Current Year LLSIL Table	June 2013
Supportive Services	None	January 2014
Transportation Assistance Policy and Procedures	Transportation Assistance Request Form	January 2014
WIA Program Monitoring	Advanced Government Accountability (AGA) Financial and Administrative Tool for Monitoring all WIA and other Funded Grants	June 2013
WIA Selective Service Requirements	Selective Service Registration Requirements	June 2013



## Youth Policies

<u>Policy Name</u>	<u>Associated Forms</u>	<u>Approval Date</u>
Introduction to WIA MWC Youth Program	Agenda	June 2013
Outreach and Recruitment	Agenda	June 2013
Program Eligibility	Agenda	June 2013
Objective Assessment	Agenda	June 2013
Individual Service Strategy (ISS)	Agenda	June 2013
Program Elements	Agenda	June 2013
Skill Attainment		June 2013
Literacy and Numeracy		June 2013
Case Notes	None	June 2013
Supportive Services	Supportive Service Log	June 2013
Work Experience	WEX Agreement WEX Worksite Monitoring WEX Participant Survey	June 2013
Occupational Skills Training	None	June 2013
Hard Copy File and Retention	None	June 2013
Fingerprint	None	June 2013
Discrimination Complaint	MWC Discrimination Complaint	June 2013
Maricopa County Youth Provider Reporting	Monthly Report	June 2013
WIA Program Monitoring	None	June 2013
Program Income	Monthly Summary of Program Income Earned and Used Report	June 2013
Co-Enrollment	None	June 2013
Arizona Job Connection System	AJC User Guide - v12	June 2013
Exits	None	June 2013
Follow-up Services	None	June 2013
Performance Measures	WIA Youth Performance Measures	June 2013

### L: Complaints and Grievances

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Each local area, and direct recipient of funds under title I of WIA, except for Job Corps, must establish and maintain a procedure for grievances and complaints. In addition, Local Workforce Areas must provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers

Describe in detail the Local Workforce Area's process, procedures and local policy to address formal and informal complaints from job seekers and business customers.

The Discrimination Complaint Process outlines the process for WIA participants that have complaints that are discriminatory in nature. The policy provides the procedures required for prompt and equitable resolution when any person or specific class of individuals files a complaint that he/she has been or is being subjected to discrimination. This regulation identifies the grounds or basis upon which a discrimination complaint may be filed.

The MWC Center Complaint Process defines the process for receiving, reviewing, documenting and acting on customer complaints, excluding alleged discrimination (see Discrimination Complaint Policy and Procedures) or denial of WIA training funds (see Grievance Process for non-discrimination complaints). A customer complaint is defined as any written or verbal communication from a customer that is addressed to any staff member or partner that expresses dissatisfaction with a service provided by MWC and requires further investigation and possible corrective action. Complaints include, but are not limited to, staff interactions, technology or facility issue and quality of service.

#### **Responsibility:**

1. The Center Manager has the responsibility to review each complaint in accordance with this procedure and ensure appropriate action is taken.
2. Center Managers are to ensure that all employees and partners are properly trained on this procedure.
3. All employees and partner staff have the responsibility to understand and implement this procedure.

#### **Process Description:**

1. Any MWC employee or partner staff can receive a customer complaint. Phone calls, faxes, e-mails, letters and interpersonal conversations are all forms of customer complaints.
2. The person who receives the complaint will email/deliver the following information in writing to the Center Manager by the end of the same business day:
  - a. A brief summary of the complaint, including causes and actions taken
  - b. Any supporting documents

## L: Complaints and Grievances

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- c. The name and contact information of the complainant.
3. In the event that the Center Manager is unavailable, such as on leave, the responsibilities of the Center Manager in this policy will fall on the second in command.
  - a. Within two business days of receiving the complaint, the Center Manager will:
  - b. Complete an initial review of the complaint and, if applicable, contact a partner supervisor to work with the Center Manager to resolve the complaint.
  - c. Request any necessary additional information from the staff person communicating the complaint.
  - d. Document the complaint in the customer complaint log.
4. Gather information needed for the resolution of the complaint from the complainant.
5. The Center Manager will review the information, interview pertinent persons, and communicate the findings to appropriate partner supervisors before making a determination regarding the complaint and any necessary plan of corrective action.
6. The Center Manager will inform the complainant and all other pertinent parties of the resolution of the complaint within seven working days of the complaint.
7. The Center Manager will ensure that any plan of corrective action regarding the complaint is implemented in a timely manner, and that documentation of corrective action is added to the complaint file.
8. All records of the complaint, including supporting evidence, will be maintained on site for six years from the date of receipt

*Describe in detail the Local Workforce Area's process, procedures and local policy to address formal grievances from job seekers and business customers and training providers.*

The same process as outlined above is used for job seeker and business customer complaints.

MWC has established a process for Training Provider complaints that applies only to the appeals of training providers to Maricopa County Workforce Board based on the denial of a provider's application for initial listing on the Statewide Eligible Training Provider List (ETPL).

1. A provider requesting to appeal a decision rendered by Maricopa County Workforce Connections; MWC staff representative, must submit an appeal to the LWIB within thirty (30) days of the issuance of the denial notice. The appeal must be in writing and include a statement of the desire to appeal, specification of the program in question, the reason(s) for the appeal (i.e. ground), and the signature of the appropriate provider official.
2. Upon receipt of appeal letter from the provider, the designated MWC approval authority will schedule a hearing with the appealing provider.

## L: Complaints and Grievances

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3. The scheduled meeting will allow both parties; MWC representative and the appealing provider to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issue(s) and to be represented. A final decision will not be made at this time.
4. A final decision will be provided to the provider within 60 days of the receipt of the appeal. This period includes a hearing if it is requested by the provider.

*Describe and provide a copy or electronic link to the local programmatic policies for the delivery of integrated services as described in the Local Business Plan.*

The LWIB is in compliance with Workforce Investment Act Section 184(f), Workforce Investment Act Interim Final Rule §667.600, and the WIA Guidance Letter #06-06 and #07-06, under Title I of the Workforce Investment Act, must establish and maintain a procedure for grievances and complaints according to the requirements of P.L. 105-220 and its related regulations contained in 20 and 29 Code of Federal Regulations (CFR). Nothing in these procedures precludes a grievant or complainant from pursuing a remedy authorized under another Federal, State or local law.

The LWIB's utilizes its online website to provide links to the EO is the Law and Problem Resolution procedures to disseminate pertinent local programmatic policies. In addition, the identity of the EO Officer is posted in prominent locations in the Career Center and affiliate and satellite sites. All level of recipients, including WIA registered individuals, are provided information on the EO is the Law and Problem Resolution with detailed explanation and instructions on how to file a complaint or grievance.

*Provide a copy or a URL link to all local operational and programmatic policies.*

<http://myhisd.maricopa.gov/Divisions/Workforce-Development/MWC-Policies-Adult,-Dislocated-Worker-and-Youth.aspx>

### **Policies Guiding Maricopa County's Workforce System:**

5. Oversees the implementation of a customer driven one-stop workforce delivery system in Maricopa County
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### **Adult and Dislocated Worker Policies**

## L: Complaints and Grievances

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## L: Complaints and Grievances

### Youth Policies

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Performance Measures	WIA Youth Performance Measures	June 2013

*MWC products and services are made available through federal funding provided by the Workforce Investment Act; serving employers by aiding job seekers, adults, dislocated workers and youth.*

## **Appendices**

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- Appendix 1 – East Valley Career Center Emergency Plan
- Appendix 2 – West Valley Career Center Emergency Plan
- Appendix 3 – Resource Sharing Agreement
- Appendix 4 – Partner Agreement
- Appendix 5 – Amendment to Current Agreement
- Appendix 6 – LWIB Partnership Agreement
- Appendix 7 – Maricopa Workforce Investment Board Bylaws



MARICOPA COUNTY HUMAN SERVICES DEPARTMENT  
East Valley Career Center

# EVCC Emergency Procedures Manual

**Initial Release 10-6-2009 Last Revised 05-31-2012**

**EVCC Maricopa**

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**County**

**Human Services Department**

735 N. Gilbert Road, Suite 130 - 134  
Gilbert, Arizona 85234

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## **Emergency Telephone Numbers**

Building Address:

MWC Career Center  
735 N. Gilbert Rd, Suite 134  
Gilbert, Arizona 85234

Fire 911

Police 911

Other Emergencies 911

TCT Properties (Building) 623-536-6226

Town of Gilbert Utility Department (480) 503-6800

Gilbert Police (Non-Emergency) - (480) 503-6500

APS Electric (602) 371-7171

Southwest Gas (602) 271-4277

Risk Management (Frances Stephenson) Office (602) 506-6922 County Cell # (602) 723-7053

John Shamley – Office (602) 506-6894 - Cell # (602) 768-0121

Environmental Services (Chris Macabee) - (602) 506-2891

### **Fire Emergency Reporting Procedure**

If you discover a fire..... Pull the alarm (red box in the back of the building)

Remove all people from immediate danger.

Dial 911

Tell the 911 operator:

- Building Address – 735 N. Gilbert Rd. Suite 134, Gilbert
- Your Name
- Your Agency Name
- Your Suite Number
- What is on Fire
- Location of Fire
- Your Telephone Number

Leave the building by the nearest EXIT and report to your Floor Warden at the designated assembly area.

Report the location of the fire to Nobeus/Property Management, Inc @ 602-241-1741 and Maricopa County Human Services Directors' Office at 602-506-5911.

### ***GENERAL***

The response to a fire should be quick and efficient to prevent property damage or loss of life. Any person encountering a fire should ensure that proper notifications have been made.

### ***ALARM TYPES***

Fire related alarms are activated in the following four ways:

- Sprinkler Flow – Water is emitted from the sprinkler system due to the fire. A broken or faulty sprinkler head will cause the same alarm.
- Tamper Switch – The Tamper Switch indicates that the sprinkler system water control valve is partially or completely shut off. The switch is activated when the control valve is turned towards the off position.
- Smoke Detector - The Smoke Detection alarm is activated when smoke is detected. Fumes or dust may cause a false alarm to be given.

### ***FIRE EQUIPMENT***

All security and staff personnel should be familiar with the locations of all fire extinguishers throughout the building. Floor Wardens, Sweepers and Disability Assistants should also become familiar with the location of fire extinguishing equipment.

### ***FIRE CONTROL PANELS***

Knowing the location and operation of all fire control panels is a requirement for the property owner/management company, the Center Coordinator, primary managers and Floor Wardens.

### ***ALARM RESPONSE***

When an alarm or telephone call is received indicating a possible fire, call 911, then the property owner/management company should be informed. The Center Coordinator should be aware and should assume responsibility

### ***EVACUATION***

When a fire alarm sounds, in most instances, the building should be evacuated. If the threat is serious in nature and total evacuation is deemed necessary, an orderly evacuation will be ordered.

Upon a decision to evacuate, the Center Coordinator or designee will determine:

- The evacuation route based upon existing hazards (smoke, falling glass, etc).
- The designated evacuation assembly area for evacuees.

If the evacuation of an area is not possible because all escape routes are blocked by fire or thick smoke, the following instructions should be given:

- Direct all personnel to move as far away from the fire as possible.
- Advise the fire department of their exact location.
- Instruct individuals to stuff clothing or other materials around ducts and door cracks to prevent smoke from entering the area.

Directions to evacuate the building will be given in the following manner:

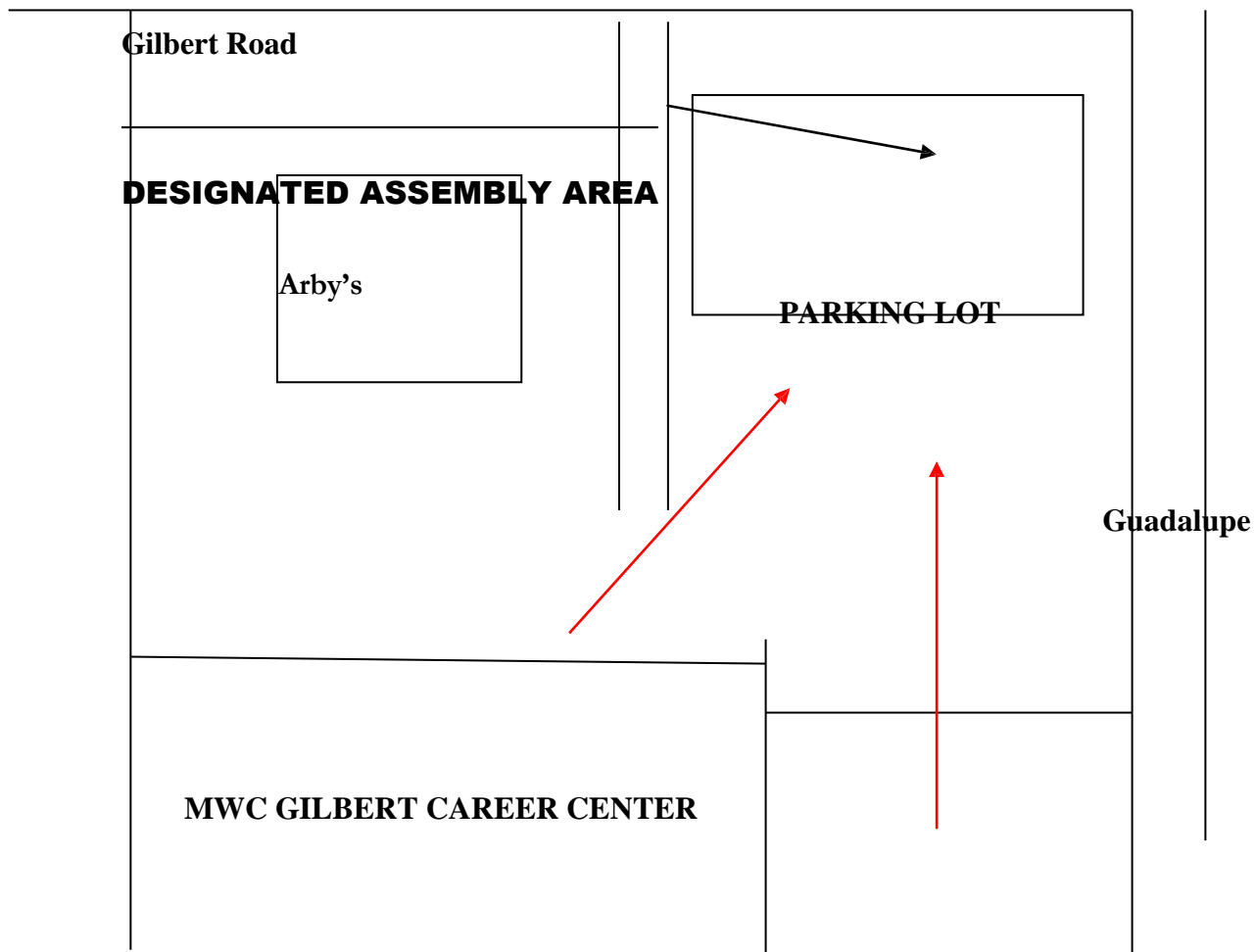
- Occupants will evacuate the building **immediately** upon the alarm signal.
- Immediate evacuation of the building should be made if flames or smoke is observed.

## Designated Assembly Area

The designated assembly area for the Gilbert Career Center is the parking lot North of Arby's. The secondary assembly area for those employees exiting through the rear of the building is the parking lot behind Big Lots. Area Warden will collect data from secondary assembly point and relay that information to Center Coordinator or Workforce Development Specialist.

Please refer to the site plan on the bottom of this page to familiarize yourself with this location.

In the event of an evacuation, please proceed by the safest direct route to designated assembly area while avoiding hazards and emergency operations activities. Fire rescue apparatus should be given a wide berth in order to minimize the threat of injury to you and avoid interfering with emergency personnel.





### ***General Information:***

Building evacuation is required when a Fire Alarm Signal is sounded or upon detection of smoke or fire. A workable system of emergency evacuation depends on an orderly method of floor clearance. The Center Coordinator or designated Center Contact is in charge of the evacuation until the arrival of the Fire Department.

### **What Can You Expect From the Building**

When a fire alarm is activated the building fire/life safety system will automatically perform the following functions:

- A fire alarm signal is sent from the building fire alarm panel to the 24-hour alarm monitoring service that immediately dispatches the Fire Department. However, always contact the Fire Department to verify they received the alarm.
- Common area toilet exhaust fans will shut down. This reduces the probability of circulating smoke throughout the occupied areas of the building and reduces the influx of fresh air to oxygenate the flames in a fire-involved area.
- Audible alarms will sound throughout the building.
- Visual alarm strobes begin flashing throughout the building.

### **Evacuation Team**

The Evacuation Team is comprised of the Center Coordinator, Floor Wardens, Sweepers and Disability Assistants.

The Center Coordinator or designee is responsible for ensuring that all assigned personnel (Floor Wardens) have mobilized to evacuate the building, to coordinate and direct the evacuation and to communicate with the Fire Department upon its arrival.

### ***HEIRARCHY OF AUTHORITY***

1. The Gilbert Career Center Coordinator
2. The Workforce Center Specialist
3. The Floor Wardens
4. Assistant Floor Wardens and Disability Assistants.

### ***Evacuation Team Members***

Evacuation Team members will include the Center Coordinator, Floor Wardens, Sweepers and Disability Assistants.

When a fire alarm sounds all of the assigned Floor Wardens will ask staff in their respective areas to evacuate the building. The Sweepers will follow behind the Wardens to ensure all areas are cleared of staff.

The Center Coordinator/Workforce Center Specialist will take a position outside the Career Center Exits to direct evacuating occupants to the designated assembly area and to receive status reports from the Floor Wardens as each area is evacuated.

The Center Coordinator or designee will report to the Fire Control Room to verify the location of the alarm and assist the Fire Department.

The remaining Evacuation Team members will proceed to the outside main entrance and assist with directing the evacuating occupants to the designated assembly area. Team members will perform other duties as assigned. Floor Wardens should assure that all team members are accounted for.

When the Fire Department advises that it is safe to re-enter the building, the Center Coordinator will instruct the Evacuation Team to assist the occupants in returning to the building in an orderly fashion.

## **Bomb Threats**

### ***General Information***

The vast majority of bomb threats are false reports. However, it is difficult, if not impossible to differentiate a false report from a genuine threat. The caller's motive is usually either an attempt to get revenge by disrupting the victim's business or an attempt to gain publicity for a favored cause. To avoid rewarding the caller for his/her effort, it is essential to generate as little publicity as possible.

Bomb threats are of serious concern for several reasons:

- The potential for serious personal injury or death in the event of a detonation.
- The potential for property damage.
- Loss of income from business disruption and lost work time.
- Damage to public perception of the property as a secure work environment.

Given our open society and the nature of American business, it is impossible to screen out all potential threats. Here are some steps you can take to assist in our effort to minimize the risk.

Report all suspicious persons or incidents to the Gilbert Police Department at 480-503-6500 or 911

Avoid leaving packages or empty boxes around your office or in the common areas.

Arrange for deliveries to be made to a designated individual, not left outside your door or at

an unattended reception area.

Maintain an orderly office environment where items that are out of place or are unusual in nature will be quickly noticed. Store office supplies inside a secured closet or cabinet.

Avoid leaving your office, especially the reception area, unattended for extended periods of time.

Greet and identify strangers who enter your center or area.

### **Bomb Threat Evacuation Procedures**

In the event of a non-descriptive general bomb threat, the building will normally remain open. The decision to evacuate is the responsibility of the Center Coordinator or Designee. Total evacuation may be necessary when the threat is specific in nature, the call cannot be resolved as a hoax or a suspicious object is located. The Gilbert Police Department will evaluate the circumstances specific to each incident and may make a determination to evacuate the entire building if it appears necessary.

#### ***Tenant Notification***

Upon learning of a bomb threat the Center Coordinator will take the following steps:

- Meet with the person who received the bomb threat to determine the circumstances.
- Meet with the Police Department when they arrive and assess the severity of the threat. Make a decision whether to evacuate the building or allow each tenant to make his or her own determination.
- Verbal notification will be given to tenants and employees. The fire alarm system will **not be used** for notification and/or evacuation.
- The building staff will refrain from using two-way radios. Some radio transmitters can detonate some types of explosive devices.

#### ***Maricopa County Tenant Evacuation***

If the building is going to remain open and the Maricopa County Human Services Division elects to evacuate, the following procedure will be used:

- The Center Coordinator or Designee will quietly and calmly notify the suite occupants by word of mouth. A carefully worded pre-planned statement can convey the urgency of the situation without causing panic. A statement similar to the following is recommended:
  - “This is an emergency. Employees are directed to cease work, take their personal belongings and proceed to the Designated Assembly Area. This is not a drill”. (Front Desk Staff, Trainers, and Assessment Specialist must know the script).
- The Floor Wardens will supervise the evacuation of the center’s occupants by way of the nearest exit.

- The Center Coordinator or Floor Warden must notify the Gilbert Fire department at 480-503-6300 that all employees have been evacuated.
- All employees must remain at the designated assembly area until cleared to return to the building.
- Notify the HSD Director, Deputy Director, or administrative assistant informing them of the evacuation at 602-506-5911.

### ***BOMB THREAT SEARCH PROCEDURES***

The Gilbert Police Department will take charge and direct the search that will be conducted in accordance with their instructions. Specific procedures may vary depending upon the situation and the preferences of the officers involved. A typical bomb search might generally be conducted as follows.

#### ***Tenant Occupied Areas***

The person most likely to observe and recognize unusual objects in the work place is the person regularly assigned to work there, and the tenant is responsible for conducting the search within the leased premises.

The managers, supervisors and employees most familiar with the work area will be assigned to search the area under the direction of the Gilbert Police Department

- Explore the assigned area and search for objects that seem out of place.
- Do not touch anything.
- Report suspicious objects to the police officer in charge.

#### ***Building Common Areas***

The Evacuation Team and Floor Wardens will be assigned to search the public areas including lobbies, corridors, rest rooms, equipment rooms, air handler rooms, trash enclosure, etc.

- Explore assigned areas and search for objects that seem out of place.
- Do not touch anything.
- Report suspicious objects to the police officer in charge.

#### ***After The Search***

When the search has been completed the police officer in charge will authorize occupants to return to the building. In the event of a protracted search it will be up to on-site manager to decide whether to release employees that are not needed to assist with the search.

### **Natural Disasters**

### ***Severe Weather***

Severe weather disasters are a potential threat in the Phoenix Metropolitan area. The following suggestions are designed to provide for the safety of all, minimize the loss of assets and reduce business disruption.

The US Weather Service reports the movement of severe weather that may present a threat. Tenants must make the choice on an individual basis whether to evacuate or remain in the building during a severe weather alert. Certain steps can be taken to prepare for a severe storm and minimize property damage and/or personal injury.

### ***County Preparation***

- Maintain an inventory of emergency supplies and equipment.
- Flashlights and fresh batteries
- First aid Kits
- One or more cellular telephones or radio telephones
- Secure the premises.
- Move sensitive materials and equipment away from the windows
- Keep occupants away from the windows
- Alert Floor Wardens, Sweepers and Disability Assistants to prepare for evacuation if the need arises
- Report damage and hazards to the Fire Department
- Severe leaks or flooding
- Broken glass
- Exposed wiring
- Structural damage
- Gas leaks. Evacuation is strongly recommended if a gas leak is detected
- Injuries

### ***Evacuation***

If it is decided to evacuate:

- Mobilize your Floor Wardens, Assistant Wardens and Sweepers to evacuate the building occupants
- Leave the building by way of the nearest emergency exit
- Have the Disability Assistants request help in evacuating persons with disabilities
- Notify the Maricopa County Human Services Workforce Development Assistant Director of your intentions
- When the evacuation is completed, secure the floor and notify the Maricopa County Human Services Workforce Development Assistant Director.

### ***General***

Although not common, there is a possibility of severe weather conditions that may affect the building and for which precautions should be taken. The two most common types of severe weather conditions that can be experienced are severe thunderstorm activity and/or tornados.

### ***Notification***

Warnings for severe weather will come from the Flood Control District meteorologist by e-mail or the National Weather Service broadcast by a local news station. Any information received regarding a severe weather forecast will be immediately reported to the Center Coordinator.

### ***Response***

The Center Coordinator or designee will determine if an announcement shall be made to the tenants or if the building should be evacuated.

### ***Instructions***

Should a severe weather warning be received and the threat is imminent leaving no time for evacuation, the following guidelines should be observed:

- Move away from all exterior walls and windows to a protected corridor. (NOTE: Under severe weather conditions the safest places in the building are interior corridors).
- Close the doors to all offices which have windows.

### ***Incident Reports***

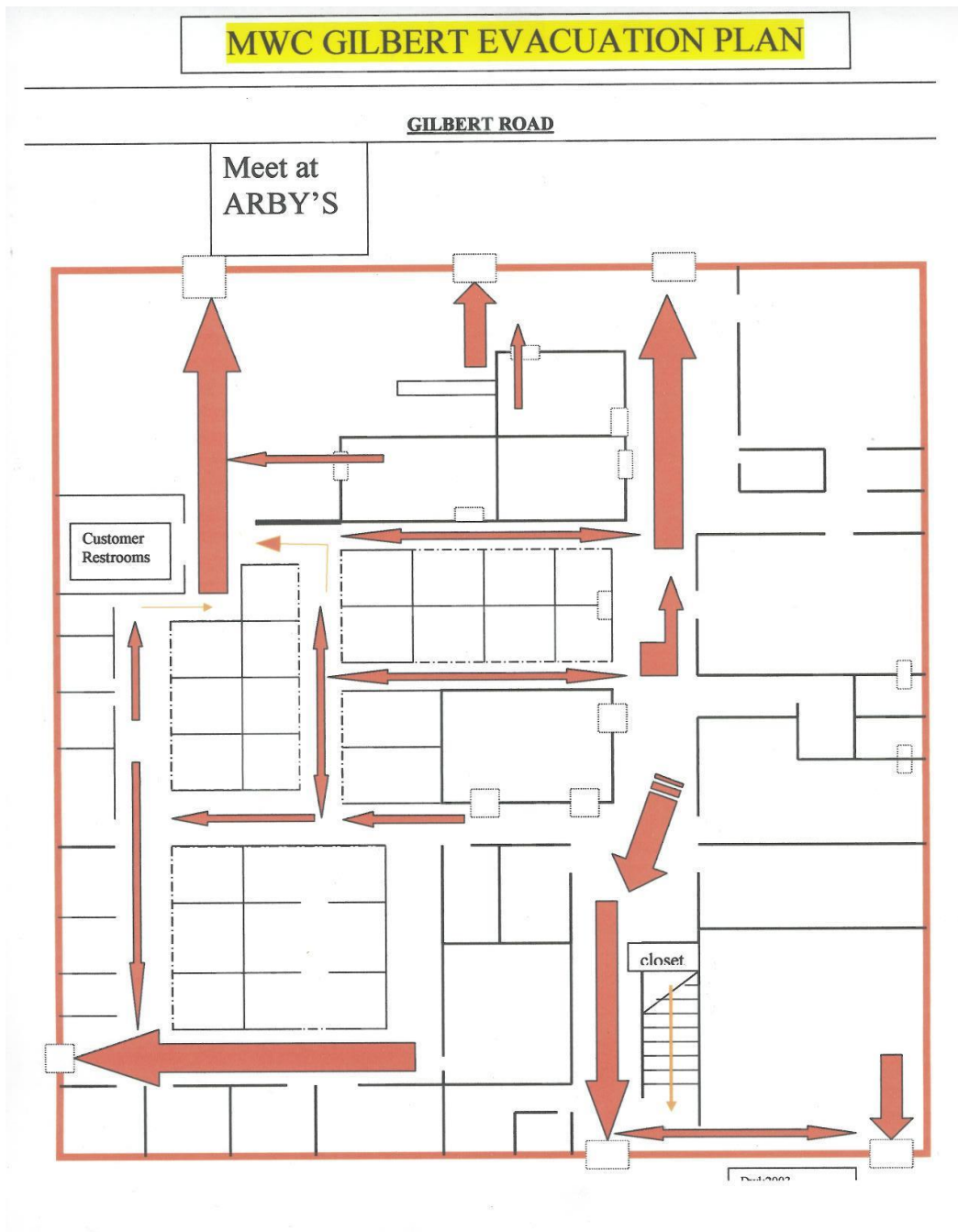
The Center Coordinator or designee will write an incident report for all emergency situations.

### ***Assembly Areas***

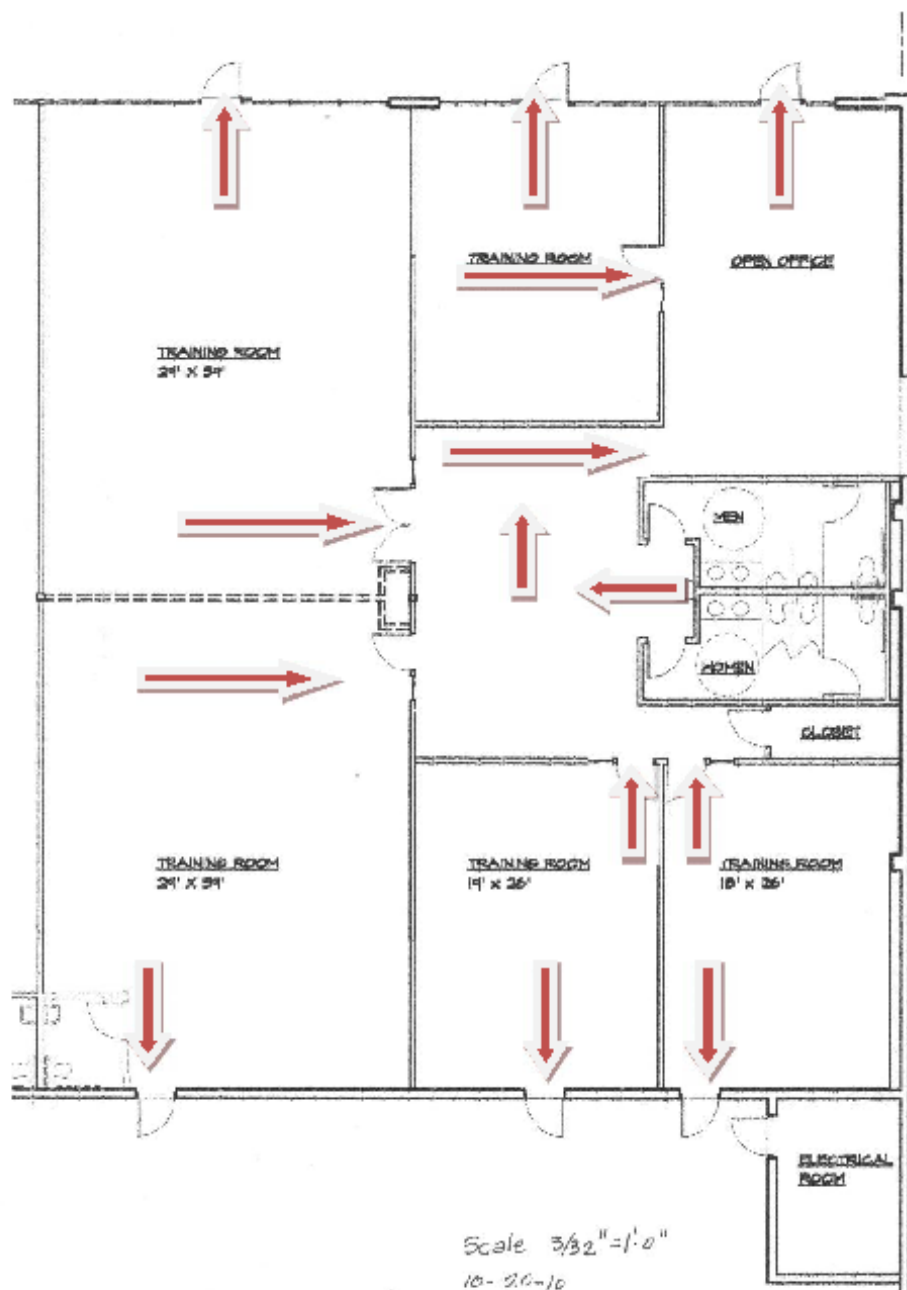
The primary locations to assemble once the building has been evacuated are, in the parking lot on the north side of Arby's.

### ***Floor Plans***

Floor plans with fire extinguisher placement along with emergency exits are attached to this plan for your convenience.



East Valley Career Center – South Side Event Space





## HSD EVCC

## Emergency Plan

Page 14

### *Restoration of Operations and Services*

Once evacuated from a County location, employees shall wait at the designated evacuation assembly point outside the building until instructed to re-enter the building, report to another facility to complete their work day or dismissed for the remainder of the work day.

**ONLY the County Manager or Designee, the CAO's designee in coordination with elected officials and Presiding Judge for Superior Courts, may authorize early dismissals in emergency situations per county policy A1307.**

### **Power Failures**

In the event of a power failure, emergency lighting will activate in strategic locations within the common areas and occupied space. All HVAC equipment, most lights and receptacles, most telephone equipment and other equipment that is non-emergency in nature may not operate.

### ***Procedure***

- Wait 30 minutes to see if the power is restored. Call APS or Nobeus Property Management contact during this time, they will contact the Power Company to obtain an estimate of the duration of the power outage.
- After 20 minutes, the Floor Wardens will proceed to the lobby to meet with the Evacuation Team.
- APS will provide the estimated time for restoration of power that was obtained from the Power Company.
- The Floor Wardens will then proceed back to their respective areas and pass this information on to on-site county management and/or supervisor(s).
- Center Coordinator or designee will then decide whether to remain in the building or evacuate.
- If the decision is made to evacuate, then occupants will leave the building by the nearest exit and the Center Coordinator or designee will report to Nobeus Property Management that we have done so.

### ***Public Utilities***

Be prepared for the fact that any of the public utilities may be interrupted including water, natural gas, telephone, electricity and cable television service. Plan to be self-sufficient until services are restored.

## Catastrophic Events

In the event of a catastrophic occurrence (i.e. flood, earthquake, etc) there is a potential for a large number of injured people. The Center Coordinator or designee will identify a safe staging area where the injured may be taken for treatment. Floor Wardens and Assistant Floor Wardens will assist in directing the injured to the staging area and those not injured to the designated evacuation assembly area.

In the event people have been trapped, every attempt will be made to complete an area-by-area check of the building to determine if those individuals are too seriously injured to be moved. Floor Wardens and Assistant Floor Wardens will assist in establishing crowd control for the staging area and will advise the EMS personnel of all medical emergencies and their location.

### *Earthquake*

Earthquakes are an uncommon occurrence in Arizona, but they are a possibility. In the event of an earthquake it is usually safer to remain inside the building until the tremors subside.

*Earthquake tremors* are generally of short duration. Remain in the building, but move away from the glass window line. Take cover under a desk or sturdy object or against the wall in the core of the building.

Stay away from large items that might fall or topple over. If an object falls, do not try to prevent it.

Immediately after the tremor stops, inspect the premises and report damage to the property owner/management company. Be alert for broken glass, loose wires and broken or leaking natural gas lines.

If you decide to evacuate, pause before walking outside and look up for falling or loose materials that could strike you as you leave the building.

Once outside, move quickly away from the building and proceed to the designated assembly area. Stay there until all occupants have been accounted for.

Be prepared for aftershocks which usually follow the main tremor.

### General

An earthquake is a variable in nature and the resulting damage depends on the magnitude of the shockwaves. Building tenants may experience multiple emergencies in a serious earthquake such as, ruptured pipes, equipment failures, fire, and/or serious injury.

### ***Assessment***

In the event of an earthquake, the Center Coordinator, Floor Wardens and Sweepers must immediately assess the damage and determine what systems are still functioning and if any injuries have occurred. A strong seismic shock could conceivably eliminate all means of communication or disrupt other building systems. .

If communications have been disrupted, the Center Coordinator, Floor Wardens and Assistant Wardens must control their immediate areas assisting the injured and avoiding panic. Once the shock has subsided and control is established, a command center must be established to coordinate all rescue operations. The command center will then be the focal point with assistance being directed to needed areas from there.

The command center should be established in an easily accessible area and protected from potential aftershocks.

In the event of a minor quake with all systems operational, the Center Coordinators office will become the command center.

### ***Notification***

The Center Coordinator or designee will be contacted in the event of an earthquake of any magnitude.

### ***Assignments***

In the event of an earthquake of limited magnitude, which does not disrupt communications, the Center Coordinator or designee will:

- Request emergency medical assistance upon notification of injuries
- Notify the fire department upon notification that a fire has occurred
- Security Officer will prepare for the EMS personnel
- Notify occupants of situation

If EMS personnel have been dispatched, deactivate any audible alarms and prop open the appropriate emergency access door.

- Check all areas for proper response to ensure that no one is trapped
- Dispatch available personnel to assist or reassure any trapped personnel

### ***Evacuation***

The need to evacuate the Gilbert Career Center will be made by the Center Coordinator or designee. If the Center Coordinator or designee is not available the next highest level of authority will make the decision.

Prior to the decision to evacuate, the deciding authority must determine the following:

- Is the building able to be evacuated? Is the area intact and free from smoke or hazardous fumes?
- What is the extent of injured persons? Location? Severity?
- What damage has been done to create potential hazards?

Evaluate any fires not under control that may prevent evacuation of some of the areas.

Evaluate electrical systems to determine hazards to evacuation.

Evaluate gas pipes for breakage and any leaks that cannot be stopped.

Center Coordinator or Designee will evaluate the water system for any broken pipes or flooding in the building, which may alter evacuation routes

Center Coordinator or Designee will evaluate the extent of glass breakage and the threat of falling glass to determine building exit point(s).

Once the determination has been made that evacuation is possible and necessary, the Center Coordinator or Designee will:

- Assign personnel to assist the injured.
- Determine evacuation route(s), rendezvous points for building occupants, and establish a safe, central location for the injured to be treated.
- Determine what communications are available to the building.

The Center Coordinator, Floor Wardens and Assistant Floor Wardens should always be aware of the potential for additional quakes or aftershocks. These may cause additional damage if the building was weakened by the original quake.

The principle responsibilities in evacuation are to take care of the injured and prevent further injury or death by evacuating the building tenants quickly and safely.

Building tenants will not be allowed to re-enter the Gilbert Career Center until it is deemed safe by the entity with authority (Fire Department, etc.)

## Medical Emergencies

Medical emergencies can be manifested in many forms. It is up to each individual to render the amount and type of aid with which he or she feels comfortable.

When confronted with a medical emergency the following steps should be taken.

Dial 911 and request assistance from the paramedics.

- State, as well as you can the nature of the problem.
- Provide the building address and suite number.
- Give your name and telephone number.
- Provide any other information requested by the 911 operators.
- Stay on the line if the operator asks you to do so.

Emergency contact information for employees of the building is kept in a red folder located in Keri March's (Workforce Development Specialist's) desk.

The County on-site manager or supervisor shall post a representative to stand by in the area near the lobby to direct the paramedics to the appropriate area of the emergency.

Additional assistance in the form of CPR or First Aid may be provided at the discretion of the individual offering aid.

### ***General***

Any staff member will render assistance in any medical emergency that they observe or are advised of. They will only render first aid when it is of the “band-aid” variety, or a life threatening situation that they are capable of handling.

### ***Emergency Medical Services (EMS)***

In all cases of notable injury, or complaint of injury, EMS will be offered to the injured party. Seriously injured or unconscious persons will have medical assistance summoned for them immediately. If there is any doubt, request that EMS personnel be sent to the scene.

### ***Response***

The Center Coordinator or designee will be responsible for coordinating all requests for assistance and the documentation of all pertinent times (i.e., time of injury, 911 call and arrival time, etc.)

### ***On Scene Response***

The Center Coordinator or designee will take immediate control of the scene. The extent of the emergency will be assessed and priorities established for the treatment of the injured. If medical assistance is clearly indicated, immediately request that EMS be dispatched.

### ***Notification***

Any serious injury shall require that the Center Coordinator or designee be notified immediately. If the injury was caused by a defect, or suspected defect of the Gilbert Career Center property, the Risk Manager shall be notified immediately.

If an injury occurs to any occupant of the Gilbert Career Center and requires emergency transportation to a medical facility, the manager of the person will be contacted and advised of all pertinent details. The Center Coordinator or designee should also be made aware of the situation.

## **Forms**

The forms in this section are for your use. County on-site management and supervisors please copy and distribute them as need to your employees.

- Bomb Threat Check List
- Disabled Person Information Form

- Copy of Industrial Injury Form 101

## Bomb Threat Checklist

Date \_\_\_\_\_ Time \_\_\_\_\_ How Reported \_\_\_\_\_

Caller's Exact Words \_\_\_\_\_

If possible, ask the following questions:

When will the bomb explode? \_\_\_\_\_

Where is the bomb now? \_\_\_\_\_

What does the bomb look like? \_\_\_\_\_

What will cause the bomb to explode? \_\_\_\_\_

What kind of bomb is it? \_\_\_\_\_

Did you place the bomb? \_\_\_\_\_ When? \_\_\_\_\_

Why did you place the bomb? \_\_\_\_\_

Where are you calling from? \_\_\_\_\_

What is your name? \_\_\_\_\_

Where do you live? \_\_\_\_\_

Describe the caller's voice.

(Please circle) Male      Female      Young      Middle Age      Old  
Accent      Tone

Is the voice familiar? \_\_\_\_\_ Background Noises \_\_\_\_\_

Time caller hung up. \_\_\_\_\_ Number call received at. \_\_\_\_\_

Your Name \_\_\_\_\_ Phone # \_\_\_\_\_

Your Address \_\_\_\_\_

Comments \_Look at Caller ID ; ask for their name. . \_\_\_\_\_



## Persons with Disabilities Information

Name: \_\_\_\_\_

Department Name: \_\_\_\_\_

Floor # \_\_\_\_\_ Suite # \_\_\_\_\_

Refuge Location: \_\_\_\_\_

Nature of Disability: \_\_\_\_\_

Wheelchair \_\_\_\_\_ Crutches \_\_\_\_\_ Walker \_\_\_\_\_ Cane \_\_\_\_\_

Other Special Needs \_\_\_\_\_

Age: \_\_\_\_\_ Approximate Weight: \_\_\_\_\_

Person to be notified: \_\_\_\_\_

Phone #: \_\_\_\_\_

Please duplicate this form as needed and distribute copies to all persons with disabilities on your floor. The form should be filled out in advance except for the information pertaining to the location of refuge and kept in a readily accessible location. In the event of an emergency evacuation it should be handed to the Disability Assistant who will complete the location of refuge section and deliver the form to the Floor Warden

## Area Wardens

Area #	Name	Phone #	Other
<u>1</u>	Celina Lopez	(602)372-9705	
<u>2</u>	Matthew Smith	(602) 372-9763	
<u>3</u>	Cynthia Duran	(602)372-9723	
<u>4</u>	Trace Terrin	(602) 372-9702	
<u>5.</u>	Keri March	(602) 372-9762	

## Assistant Area Wardens & Sweepers

Area #	Name	Phone #	Other
<u>1</u>	Charlotte Lieske	(602)372-9705	
<u>2</u>	Tina Luke	(602) 372-9738	
<u>3</u>	Serene Carney	(602) 372-9753	
<u>4</u>	Betsy Conger	(602)372-9719	
<u>5</u>	Leti Dinsmore	(602) 372-9710	
<u>6</u>	Travis Cole	(602) 372-9761	
<u>7</u>	Harvey Smith	(602) 372-9728	
<u>8</u>			

## Executive Summary

### Disability Assistants

Suite/Floor #	Name	Phone #	Other
<u>1</u>	Lindsey Sherman	(602) 372-9717	
<u>2.</u>	Terry Farrell	(602)372-9748	

### Persons with Disabilities

Suite/Floor #	Name	Phone #	Other

### Appendix 2 – West Valley Career Center Emergency Plan

MARICOPA COUNTY HUMAN SERVICES DEPARTMENT  
West Valley Career Center

West Valley Career  
Center  
Emergency Procedures  
Manual

**Initial Release 10-6-2009 Revised 1-9-13**

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**West Valley Career Center**  
**Maricopa County**  
**Human Services Department**

1840 N. 95<sup>th</sup> Ave. Suite 160  
Phoenix, Arizona 85037

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## Emergency Telephone Numbers

Building Address:

West Valley Career Center  
1840 N. 95<sup>th</sup> Ave., Ste. 160  
Phoenix, AZ 85037

Fire 911

Police 911

Other Emergencies 911

Landlord/Management Office:



## **Fire Emergency Reporting Procedure**

If you discover a fire.....

Remove all people from immediate danger. Dial

911

Tell the 911 operator:

- Building Address – 1840 N. 95<sup>th</sup> Ave., Suite 160, Phoenix
- Your Name
- Your Agency Name
- Your Suite Number
- What is on Fire
- Location of Fire
- Your Telephone Number

Leave the building by the nearest Emergency EXIT and report to your Floor Warden at the designated assembly area.

### ***GENERAL***

The response to a fire should be quick and efficient to prevent property damage or loss of life. Any person encountering a fire should ensure that proper notifications have been made.

### ***ALARM TYPES***

Fire related alarms are activated in the following four ways

Sprinkler Flow – Water is emitted from the sprinkler system due to the fire. A broken or faulty sprinkler head will cause the same alarm.

Tamper Switch – The Tamper Switch indicates that the sprinkler system water control valve is partially or completely shut off. The switch is activated when the control valve is turned towards the off position.

Smoke Detector - The Smoke Detection alarm is activated when smoke is detected. Fumes or dust may cause a false alarm to be given.

### ***FIRE EQUIPMENT***

All security and staff personnel should be familiar with the locations of all fire extinguishers throughout the building. Floor Wardens, Sweepers and Disability Assistants should also become familiar with the location of fire extinguishing equipment.

### ***FIRE CONTROL PANELS***

Knowing the location and operation of all fire control panels is a requirement for the property owner/management company, the Center Coordinator, primary managers and Floor Wardens.

### ***ALARM RESPONSE***

When an alarm or telephone call is received indicating a possible fire, call 911, then the property owner/management company should be informed. The Center Coordinator or designee should be aware and should assume responsibility.

### ***EVACUATION***

When a fire alarm sounds, in most instances, the building should be evacuated. If the threat is serious in nature and total evacuation is deemed necessary, an orderly evacuation will be ordered.

Upon a decision to evacuate, the Center Coordinator or designee will determine: The evacuation route based upon existing hazards (smoke, falling glass, etc). The designated evacuation assembly area for evacuees.

If the evacuation of an area is not possible because all escape routes are blocked by fire or thick smoke, the following instructions should be given:

**Direct all personnel to move as far away from the fire as possible.**

Advise the fire department of their exact location.

Instruct individuals to stuff clothing or other materials around ducts and door cracks to prevent smoke from entering the area.

Instruct individuals to place some form of a signal in a window to indicate their location if possible.

Instruct individuals **not** to break the glass. This has the potential of drawing smoke into the area.

Directions to evacuate the building will be given in the following manner:

Occupants will evacuate the building **immediately** upon the alarm signal.

Immediate evacuation of the building should be made if flames or smoke is observed.

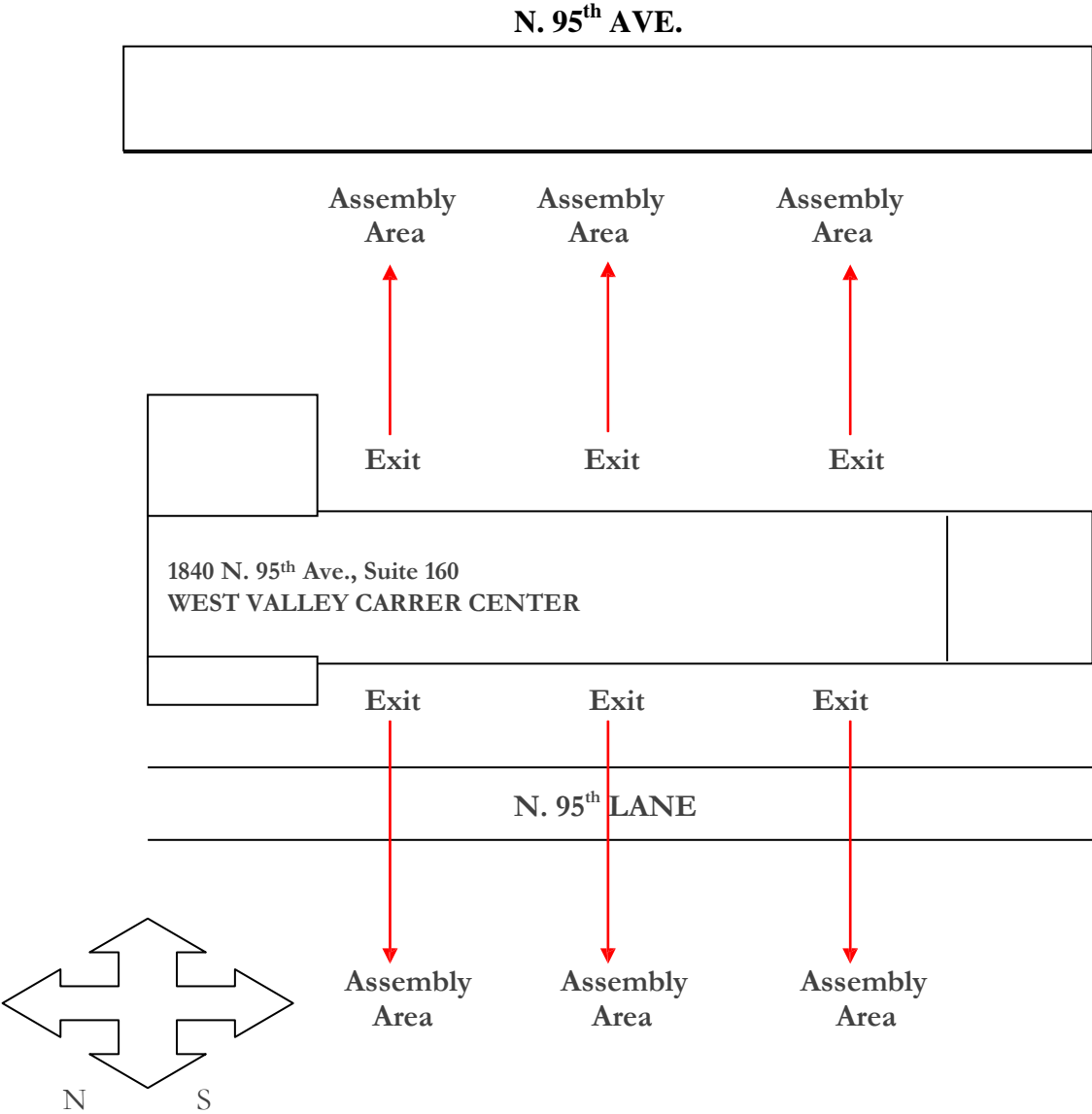
### **Designated Assembly Area**

The designated assembly areas for the West Valley Career Center are based on the exit utilized.

Please refer to the site plan to familiarize yourself with this location.

In the event of an evacuation, please proceed by the safest direct route to designated assembly areas while avoiding hazards and emergency operations activities. Fire rescue

apparatus should be given a wide berth in order to minimize the threat of injury to you and avoid interfering with emergency personnel.



FIRE EMERGENCIES

**General Information:**

Building evacuation is required when a Fire Alarm Signal is sounded or upon detection of smoke or fire. A workable system of emergency evacuation depends on an orderly method

of floor clearance. The Center Coordinator or designee is in charge of the evacuation until the arrival of the Fire Department.

### **What Can You Expect From the Building**

When a fire alarm is activated the building fire/life safety system will automatically perform the following functions.

Audible alarms will sound and visual alarm strobes begin flashing throughout the building.

A fire alarm signal is sent from the building fire alarm panel to the 24-hour alarm monitoring service. The monitoring service is automatically notified that the alarm is going off and what the “fault” (the cause for the alarm going off) is.

The fire department is not directly-dialed by the alarm system. If “water flow” is the cause of the alarm, meaning that the sprinklers are going off, the monitoring company calls the fire department.

There is a bell above the roof access door on the back of the building (outside the room where the fire panel is) that goes off if water flow is the cause of the alarm. If the bell is going off, we can expect the fire department.

If the bell does not go off, and/or the fire department does not come, The Center Coordinator or designee will call Brooks Wintemute via his cell at (480) 225-7676 and secondly call the Carlson office at (480) 287-5477.

### **Evacuation Team**

The Evacuation Team is comprised of the Center Coordinator, Floor Wardens, Sweepers and Disability Assistants.

The Center Coordinator or designee is responsible for ensuring that all assigned personnel (Floor Wardens) have mobilized to evacuate the building, to coordinate and direct the evacuation and to communicate with the Fire Department upon its arrival.

### ***HEIRARCHY OF AUTHORITY***

1. The West Valley Career Center Coordinator
2. The Workforce Center Specialist
3. The Floor Wardens
4. The Sweepers and Disability Assistants

### ***Evacuation Team Members***

Evacuation Team members will include the Center Coordinator, Floor Wardens, Sweepers and Disability Assistants.

When a fire alarm sounds all of the assigned Floor Wardens will ask staff in their respective areas to evacuate the building. The Sweepers will follow behind the Wardens to ensure all areas are cleared of staff.

The Assembly Area Routers will take a position outside the Career Center Exits to direct evacuating occupants to the designated assembly area and to receive status reports from the Floor Wardens as each area is evacuated.

The Center Coordinator or designee will report to the Fire Control Room to verify the location of the alarm and assist the Fire Department.

The remaining Evacuation Team members will proceed to the outside main entrance and assist with directing the evacuating occupants to the designated assembly area. Team members will perform other duties as assigned. Floor Wardens should assure that all team members are accounted for.

When the Fire Department advises that it is safe to re-enter the building, the Center Coordinator or designee will instruct the Evacuation Team to assist the occupants in returning to the building in an orderly fashion.

## **Bomb Threats**

### ***General Information***

The vast majority of bomb threats are false reports. However, it is difficult, if not impossible to differentiate a false report from a genuine threat. The caller's motive is usually either an attempt to get revenge by disrupting the victim's business or an attempt to gain publicity for a favored cause. To avoid rewarding the caller for his/her effort, it is essential to generate as little publicity as possible.

Every employee should have a bomb threat form available at their desk should the need arise.

Bomb threats are of serious concern for several reasons:

- The potential for serious personal injury or death in the event of a detonation.
- The potential for property damage.
- Loss of income from business disruption and lost work time.
- Damage to public perception of the property as a secure work environment.

Given our open society and the nature of American business, it is impossible to screen out all potential threats. Here are some steps you can take to assist in our effort to minimize the risk.

Report all suspicious persons or incidents to the Phoenix Police Department at 602-534-4400 or 911.

Avoid leaving packages or empty boxes around your office or in the common areas.  
Arrange for deliveries to be made to a designated individual, not left outside your door or at an unattended reception area.

Maintain an orderly office environment where items that are out of place or are unusual in nature will be quickly noticed. Store office supplies inside a secured closet or cabinet. Avoid leaving your office, especially the reception area, unattended for extended periods of time.

Greet and identify strangers who enter your center or area.

### **Bomb Threat Evacuation Procedures**

In the event of a non-descriptive general bomb threat, the building will normally remain open. The decision to evacuate is the responsibility of the on-site county management. Total evacuation may be necessary when the threat is specific in nature, the call cannot be resolved as a hoax or a suspicious object is located. The Phoenix Police Department will evaluate the circumstances specific to each incident and may make a determination to evacuate the entire building if it appears necessary.

### ***Tenant Notification***

Upon learning of a bomb threat the Center Coordinator or designee will take the following steps:

- Meet with the person who received the bomb threat to determine the circumstances.
- Meet with the Police Department when they arrive and assess the severity of the threat. Make a decision whether to evacuate the building or allow each tenant to make his or her own determination.
- Mobilize the building staff to apprise each tenant of the situation in person. The fire alarm system will **not be used** for notification and/or evacuation.
- The building staff will refrain from using two-way radios. Some radio transmitters can detonate some types of explosive devices.

### ***Maricopa County Tenant Evacuation***

If the building is going to remain open and the Maricopa County Human Services Division elects to evacuate, the following procedure will be used:

- The on-site county management and/or supervisors will quietly and calmly notify the suite occupants by word of mouth. A carefully worded pre-planned statement can convey the urgency of the situation without causing panic. A statement similar to the following is recommended:
  - “This is an emergency. Employees are directed to cease work, take their personal belongings and proceed to the Designated Assembly Area. This is not a drill”.

The Floor Wardens will supervise the evacuation of the center’s occupants by way of the nearest exit.

The Center Coordinator or Floor Warden must notify the Fire department at 1-800-932-2741 that all employees have been evacuated.

All employees must remain at the designated assembly area until cleared to return to the building.



Notify the HSD director, Deputy Director, or administrative assistant informing them of the evacuation.

### ***Full Building Evacuation***

If the decision is made to initiate a partial or total building evacuation, the following procedures will be used:

- The Evacuation Team will mobilize to personally notify each person in the center.

- The fire alarms and two-way radios **will not be used**.

- Floor Wardens and Sweepers will immediately implement the Evacuation plan.

- When all employees have reported to the designated assembly area and have been accounted for, they must remain there for possible assignment to the search teams.

- Upon its arrival the Police Department will take charge of the search.

### ***BOMB THREAT SEARCH PROCEDURES***

The Phoenix Police Department will take charge and direct the search that will be conducted in accordance with their instructions. Specific procedures may vary depending upon the situation and the preferences of the officers involved. A typical bomb search might generally be conducted as follows.

#### ***Tenant Occupied Areas***

The person most likely to observe and recognize unusual objects in the work place is the person regularly assigned to work there, and the tenant is responsible for conducting the search within the leased premises.

The managers, supervisors and employees most familiar with the work area will be assigned to search the area under the direction of the Phoenix Police Department

- Explore the assigned area and search for objects that seem out of place.

- Do not touch anything.

- Report suspicious objects to the police officer in charge.

#### ***Building Common Areas***

The Evacuation Team and Floor Wardens will be assigned to search the public areas including lobbies, corridors, rest rooms, equipment rooms, air handler rooms, trash enclosure, etc.

- Explore assigned areas and search for objects that seem out of place.

- Do not touch anything.

- Report suspicious objects to the police officer in charge.

### ***After The Search***

When the search has been completed the police officer in charge will authorize occupants to return to the building. In the event of a protracted search it will be up to on-site manager to decide whether to release employees that are not needed to assist with the search.

## **Natural Disasters**

### ***Severe Weather***

Severe weather disasters are a potential threat in the Phoenix Metropolitan area. The following suggestions are designed to provide for the safety of all, minimize the loss of assets and reduce business disruption.

The US Weather Service reports the movement of severe weather that may present a threat. Tenants must make the choice on an individual basis whether to evacuate or remain in the building during a severe weather alert. Certain steps can be taken to prepare for a severe storm and minimize property damage and/or personal injury.

### ***County Preparation***

- Maintain an inventory of emergency supplies and equipment.

- Flashlights and fresh batteries

- First aid Kits

- One or more cellular telephones or radio telephones

- Secure the premises.

- Move sensitive materials and equipment away from the windows

- Keep occupants away from the windows

- Alert Floor Wardens, Sweepers and Disability Assistants to prepare for evacuation if the need arises

- Report damage and hazards to the Fire Department

- Severe leaks or flooding

- Broken glass

- Exposed wiring

- Structural damage

- Gas leaks. Evacuation is strongly recommended if a gas leak is detected

- Injuries

### ***Evacuation***

If it is decided to evacuate:

- Mobilize your Floor Wardens, Assistant Wardens and Sweepers to evacuate the building occupants

- Leave the building by way of the nearest emergency exit

- Have the Disability Assistants request help in evacuating Persons with Disabilities.

Notify the Maricopa County Human Services Workforce Development Assistant  
Director of your intentions

When the evacuation is completed, secure the floor and notify the Maricopa County  
Human Services Workforce Development Assistant Director.

### ***General***

Although not common, there is a possibility of severe weather conditions that may affect the building and for which precautions should be taken. The two most common types of severe weather conditions that can be experienced are severe thunderstorm activity and/or tornados.

### ***Notification***

Warnings for severe weather will come from the Flood Control District meteorologist by e-mail or the National Weather Service broadcast by a local news station. Any information received regarding a severe weather forecast will be immediately reported to the Center Coordinator or designee.

### ***Response***

The Center Coordinator or designee will determine if an announcement shall be made to the tenants or if the building should be evacuated.

### ***Instructions***

Should a severe weather warning be received and the threat is imminent leaving no time for evacuation, the following guidelines should be observed:

- Move away from all exterior walls and windows to a protected corridor.
- Close the doors to all offices which have windows.

### ***Incident Reports***

The Center Coordinator or designee will write an incident report for all emergency situations.

### ***Assembly Areas***

The primary locations to assemble once the building has been evacuated are, on the west side of the building directly across the street from the WVCC exits and on the east side of the building directly across from the back exits to the employee parking lot.

### ***Floor Plans***

Floor plans with fire extinguisher placement along with emergency exits are attached to this plan for your convenience.

### ***Restoration of Operations and Services***

Once evacuated from a County location, employees shall wait at the designated evacuation assembly point outside the building until instructed to re-enter the building, report to another facility to complete their work day or dismissed for the remainder of the work day.

**ONLY the County's County Administrative Officer, the CAO's designee in coordination with elected officials and Presiding Judge for Superior Courts, may authorize early dismissals in emergency situations per county policy A1307.**

### **Power Failures**

In the event of a power failure, emergency lighting will activate in strategic locations within the common areas and occupied space. All HVAC equipment, most lights and receptacles, most telephone equipment and other equipment that is non-emergency in nature may not operate.

### ***Procedure***

Wait 30 minutes to see if the power is restored. Call Carlson Real Estate contact during this time, they will contact the Power Company to obtain an estimate of the duration of the power outage.

After 20 minutes, the Floor Wardens will proceed to the lobby to meet with the Evacuation Team.

Carlson Real Estate will provide the estimated time for restoration of power that was obtained from the Power Company.

The Floor Wardens will then proceed back to their respective areas and pass this information on to on-site county management and/or supervisor(s).

Center Coordinator or designee will then decide whether to remain in the building or evacuate.

If the decision is made to evacuate, then occupants will leave the building by the nearest exit and the Center Coordinator or designee will report to Carlson Real Estate that we have done so.

### ***Public Utilities***

Be prepared for the fact that any of the public utilities may be interrupted including water, natural gas, telephone, electricity and cable television service. Plan to be self-sufficient until services are restored.

### **Catastrophic Events**

In the event of a catastrophic occurrence (i.e. flood, earthquake, etc) there is a potential for a large number of injured people. The Center Coordinator or designee will identify a safe staging area where the injured may be taken for treatment. Floor Wardens and Assistant

Floor Wardens will assist in directing the injured to the staging area and those not injured to the designated evacuation assembly area.

In the event people have been trapped, every attempt will be made to complete an area-by-area check of the building to determine those persons too seriously injured to be moved. Floor Wardens and Assistant Floor Wardens will assist in establishing crowd control for the staging area and will advise the EMS personnel of all medical emergencies and their location.

### ***Earthquake***

Earthquakes are an uncommon occurrence in Arizona, but they are a possibility. In the event of an earthquake it is usually safer to remain inside the building until the tremors subside.

Earthquake tremors are generally of short duration. Remain in the building, but move away from the glass window line. Take cover under a desk or sturdy object or against the wall in the core of the building.

Stay away from large items that might fall or topple over. If an object falls, do not try to prevent it.

Immediately after the tremor stops, inspect the premises and report damage to the property owner/management company. Be alert for broken glass, loose wires and broken or leaking natural gas lines.

If you decide to evacuate, pause before walking outside and look up for falling or loose materials that could strike you as you leave the building.

Once outside, move quickly away from the building and proceed to the designated assembly area. Stay there until all occupants have been accounted for.

Be prepared for aftershocks which usually follow the main tremor.

### ***General***

An earthquake is a variable in nature and the resulting damage depends on the magnitude of the shockwaves. Building tenants may experience multiple emergencies in a serious earthquake such as, ruptured pipes, equipment failures, fire, and/or serious injury.

### ***Assessment***

In the event of an earthquake, the Center Coordinator, Floor Wardens and Sweepers must immediately assess the damage and determine what systems are still functioning and if any injuries have occurred. A strong seismic shock could conceivably eliminate all means of communication or disrupt partial systems.

If communications have been disrupted, the Center Coordinator, Floor Wardens and Assistant Wardens must control their immediate areas assisting the injured and avoiding

panic. Once the shock has subsided and control is established, a command center must be established to coordinate all rescue operations. The command center will then be the focal point with assistance being directed to needed areas from there.

The command center should be established in an easily accessible area and protected from potential aftershocks.

In the event of a minor quake with all systems operational, the Center Coordinators office will become the command center.

### ***Notification***

The Center Coordinator or designee will be contacted in the event of an earthquake of any magnitude.

### ***Assignments***

In the event of an earthquake of limited magnitude, which does not disrupt communications, the Center Coordinator or designee will:

- Request emergency medical assistance upon notification of injuries
- Notify the fire department upon notification that a fire has occurred
- Prepare for the EMS personnel

If EMS personnel have been dispatched, deactivate any audible alarms and prop open the appropriate emergency access door.

- Check all areas for proper response to ensure that no one is trapped
- Dispatch available personnel to assist or reassure any trapped personnel

### ***Evacuation***

The need to evacuate the West Valley Career Center will be made by the Center Coordinator. If the Center Coordinator is not available the next highest level of authority will make the decision.

Prior to the decision to evacuate, the deciding authority must determine the following:

- Is the building able to be evacuated? Is the area intact and free from smoke or hazardous fumes?
- What is the extent of injured persons? Location? Severity?
- What damage has been done to create potential hazards?

Evaluate any fires not under control that may prevent evacuation of some of the areas.

Evaluate electrical systems to determine hazards to evacuation.

Evaluate gas pipes for breakage and any leaks that cannot be stopped.

Evaluate the water system for any broken pipes or flooding in the building, which may alter evacuation routes.

Evaluate the extent of glass breakage and the threat of falling glass to determine building exit point(s).

Once the determination has been made that evacuation is possible and necessary, the Center Coordinator or designee will:

- Assign personnel to assist the injured, direct them to traffic control points and secure exits not to be used.
- Determine evacuation route(s), rendezvous points for building occupants, and establish a safe, central location for the injured to be treated.
- Determine what communications are available to the building.

The Center Coordinator, Floor Wardens and Assistant Floor Wardens should always be aware of the potential for additional quakes or aftershocks. These may cause additional damage if the building was weakened by the original quake.

The principle responsibilities in evacuation are to take care of the injured and prevent further injury or death by evacuating the building tenants quickly and safely.

Building tenants will not be allowed to re-enter the West Valley Career Center until it is deemed safe by the entity with authority (Fire Department, etc.)

## Medical Emergencies

Medical emergencies can be manifested in many forms. It is up to each individual to render the amount and type of aid with which he or she feels comfortable.

When confronted with a medical emergency the following steps should be taken.

- Dial 911 and request assistance from the paramedics.
  - State, as well as you can, the nature of the problem.
  - Provide the building address and suite number.
  - Give your name and telephone number.
  - Provide any other information requested by the 911 operators.
  - Stay on the line if the operator asks you to do so.

Emergency contact information for tenants of the building is located in a blue folder behind the Center Coordinators desk.

The County on-site manager or supervisor shall post a representative to stand by in the area near the lobby to direct the paramedics to the appropriate area of the emergency.

Additional assistance in the form of CPR or First Aid may be provided at the discretion of the individual offering aid.



### ***General***

Any staff member will render assistance in any medical emergency that they observe or are advised of. They will only render first aid when it is of the “band-aid” variety, or a life threatening situation that they are capable of handling.

### ***Emergency Medical Services (EMS)***

In all cases of notable injury, or complaint of injury, EMS will be offered to the injured party. Seriously injured or unconscious persons will have medical assistance summoned for them immediately. If there is any doubt, request that EMS personnel be sent to the scene.

### ***Response***

The Center Coordinator or designee will be responsible for coordinating all requests for assistance and the documentation of all pertinent times (i.e., time of injury, 911 call and arrival time, etc.)

### ***On Scene Response***

The Center Coordinator or designee will take immediate control of the scene. The extent of the emergency will be assessed and priorities established for the treatment of the injured. If medical assistance is clearly indicated, immediately request that EMS be dispatched.

### ***Notification***

Any serious injury shall require that the Center Coordinator or designee be notified immediately. If the injury was caused by a defect, or suspected defect of the West Valley Career Center property, the Risk Manager shall be notified immediately.

If an injury occurs to any occupant of the West Valley Career Center and requires emergency transportation to a medical facility, the manager of the person will be contacted and advised of all pertinent details. The Center Coordinator or designee should also be made aware of the situation.

### ***Forms***

The forms in this section are for your use. County on-site management and supervisors please copy and distribute them as need to your employees.

- Bomb Threat Check List

- Disabled Person Information Form

## Bomb Threat Checklist

Date \_\_\_\_\_ Time \_\_\_\_\_ How Reported \_\_\_\_\_

Caller's Exact Words \_\_\_\_\_

If possible, ask the following questions:

When will the bomb explode? \_\_\_\_\_

Where is the bomb now? \_\_\_\_\_

What does the bomb look like? \_\_\_\_\_

What will cause the bomb to explode? \_\_\_\_\_

What kind of bomb is it? \_\_\_\_\_

Did you place the bomb? \_\_\_\_\_ When? \_\_\_\_\_

Why did you place the bomb? \_\_\_\_\_

Where are you calling from? \_\_\_\_\_

What is your name? \_\_\_\_\_

Where do you live? \_\_\_\_\_

Describe the caller's voice.

(Please circle) Male      Female      Young      Middle Age      Old  
Accent      Tone

Is the voice familiar? \_\_\_\_\_ Background Noises \_\_\_\_\_

Time caller hung up. \_\_\_\_\_ Number call received at. \_\_\_\_\_

Your Name \_\_\_\_\_ Phone # \_\_\_\_\_

Your Address \_\_\_\_\_

Comments \_\_\_\_\_

## Persons with Disabilities Information

Name: \_\_\_\_\_

Department Name: \_\_\_\_\_

Floor # \_\_\_\_\_ Suite # \_\_\_\_\_

Refuge Location: \_\_\_\_\_

Nature of Disability: \_\_\_\_\_

Wheelchair \_\_\_\_\_ Crutches \_\_\_\_\_ Walker \_\_\_\_\_ Cane \_\_\_\_\_

Other Special Needs \_\_\_\_\_

Age: \_\_\_\_\_ Approximate Weight: \_\_\_\_\_

Person to be notified: \_\_\_\_\_

Phone #: \_\_\_\_\_

Please duplicate this form as needed and distribute copies to all persons with disabilities on your floor. The form should be filled out in advance except for the information pertaining to the location of refuge and kept in a readily accessible location. In the event of an emergency evacuation it should be handed to the Disability Assistant who will complete the location of refuge section and deliver the form to the Floor Warden.

## Area Wardens

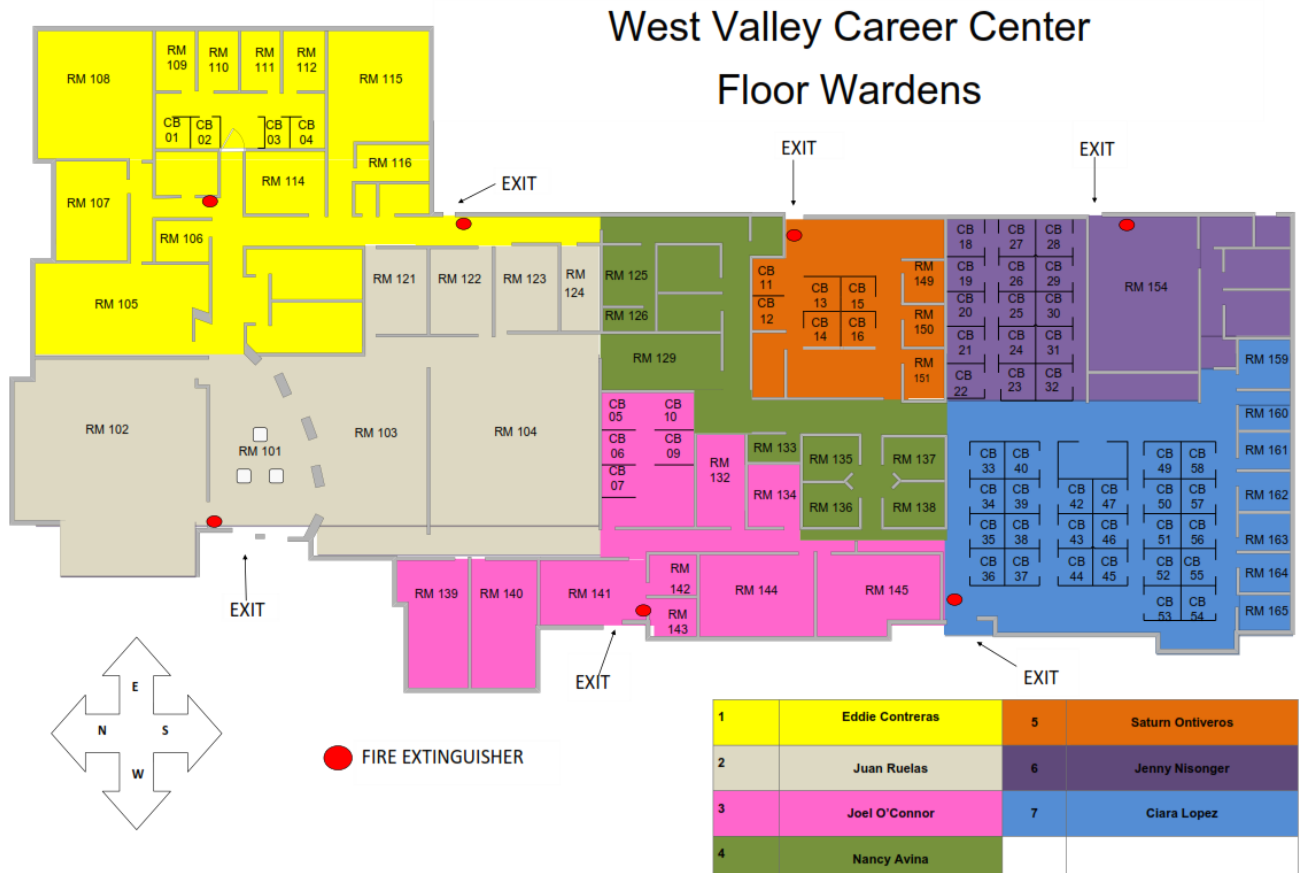
Area #	Name	Phone #	Other
<u>1</u>	Eddie Contreras	602-372-4202	
<u>2</u>	Juan Ruelas	602-372-4203	
<u>3</u>	Joel O'Connor	602-372-4271	
<u>4</u>	Nancy Avina	602-372-4216	
<u>5</u>	Saturn Ontiveros	602-372-4238	
<u>6</u>	Jenny Nisonger	602-372-4217	
<u>7</u>	Ciara Lopez	602-372-4289	

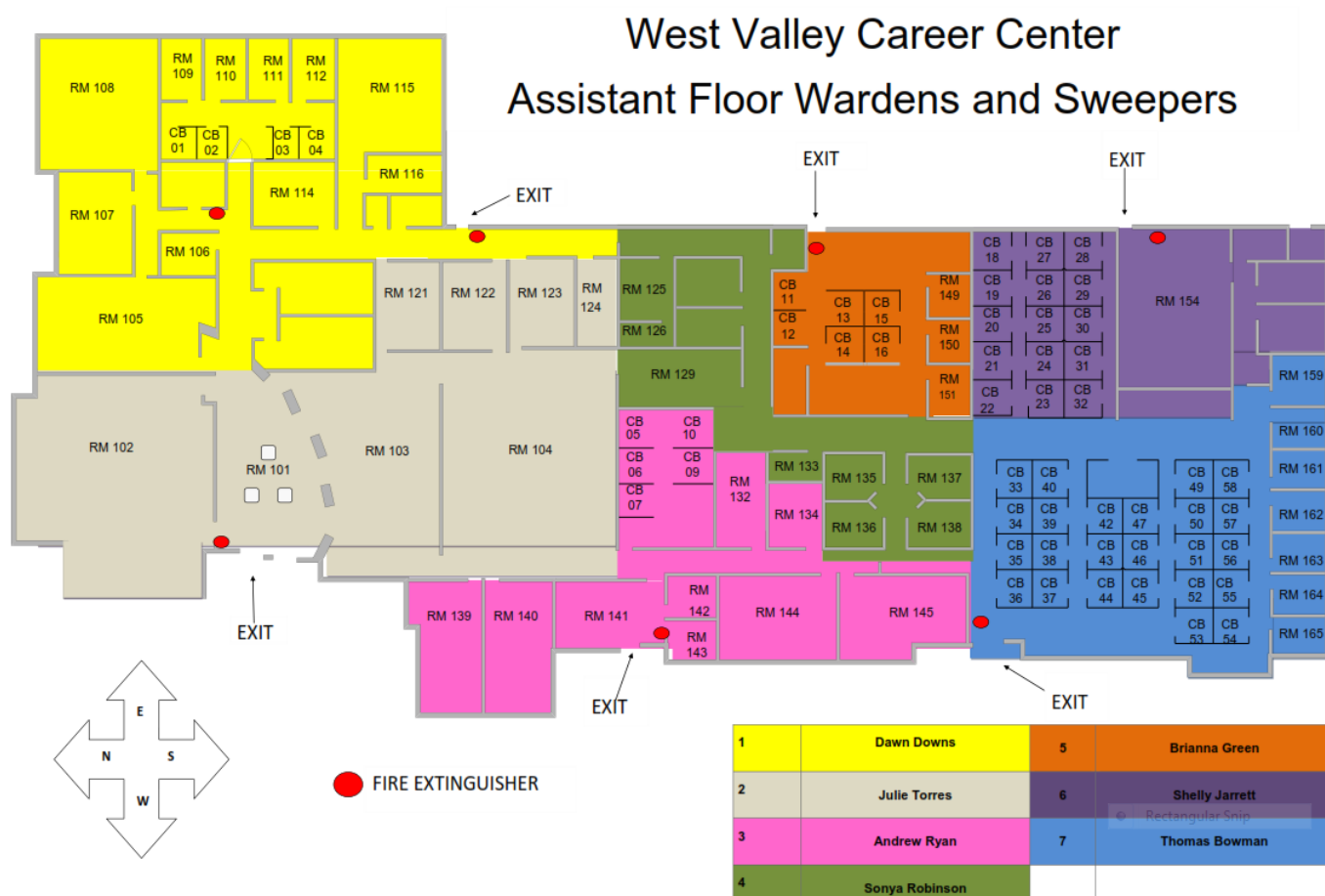
## Assistant Area Wardens & Sweepers

Area #	Name	Phone #	Other
<u>1</u>	Dawn Downs	602-372-4223	
<u>2</u>	Julie Torres	602-372-4221	
<u>3</u>	Andrew Ryan	602-372-4292	
<u>4</u>	Sonya Robinson	602-372-4235	
<u>5</u>	Brianna Green	602-372-4214	
<u>6</u>	Shelly Jarrett	602-372-4225	
<u>7</u>	Thomas Bowman	602-372-4211	

## Disability Assistants

Suite/Floor #	Name	Phone #	Other
	Gennie Scalf	602-372-4228	Jerry Doctolero
	Nancy Dirstine	602-372-4212	Dan Siegler





## Appendix 3 – Resource Sharing Agreement



# Executive Summary

## Workforce Investment Act of 1998 One-Stop Delivery System Resource Sharing Agreement & Understanding Regarding the **Maricopa Workforce Connections One-Stop Centers**

### **I. Introduction**

- A. Maricopa County - Maricopa Workforce Connections (MWC), exclusive of the City of Phoenix, is a designated Local Workforce Investment Area (LWIA), under the federal Workforce Investment Act (WIA) of 1998. As a LWIA, MWC is responsible for implementation of the provisions of Section 1219(c) (2) of Title I of the Workforce Investment Act of 1998. MWC operates two comprehensive One-Stop Career Centers and is responsible for the design of a system that promotes collaborative employment & training strategies reflecting the particular needs of the area's local and regional economies. The system is built upon a framework of service delivery through comprehensive and affiliate One-Stop Career Centers and a collaborative network of organizations. As mandated in WIA and Department of Labor implementing regulations at 20 CFR 662.300, One-Stop Operators must develop agreements with agencies that are co-located in the One-Stop Career Centers. The agreements address service delivery and cost sharing of the operation of the One-Stop Career Centers.
- B. WIA has identified organizations in the following areas that provide services/activities that contribute to a comprehensive One-Stop Career Center:
- Adult education and literacy
  - Rehabilitation Services
  - Social Security
  - Older Americans
  - Postsecondary Vocational Education
  - Trade Act
  - Employment & training
  - State Unemployment Insurance
  - Youth Services
  - Veterans Services
  - Community based organizations that provide human resource services
- C. MWC One-Stop Delivery System serves employers, job seekers and those seeking career advancement in Maricopa County.
- D. Services provided in the MWC One-Stop Career Centers include:
- Recruitment, orientation and referral of qualified job seekers to job vacancies
  - Employment Services and Unemployment Information
  - Labor market information
  - Information regarding the Arizona Job Training Program
  - Connection to economic development resources
  - Rapid response assistance for plant closures and company down sizing
  - Tax Credits for Employers
  - Referral services

### II. Purpose

The Agreement & Understanding provides the framework for the delivery of comprehensive workforce development services to job seekers and employers of the region. The Agreement & Understanding establishes the terms and conditions in which each organization within the MWC One-Stop System, in their efforts is to establish a cooperative working relationship between all agencies define roles and responsibilities of all interested parties with respect to implementation of a comprehensive One-Stop System. Further, the agreement establishes MWC's roles and responsibilities for implementation of the provisions of Section 1219(c)(2) of Title I of the Workforce Investment Act of 1998.

The establishment of a system of one-stop career centers and access points is designed to accomplish the following:

- To facilitate the coordination of resources so as to eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers served through the system.
- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.
- To ensure services are of the highest quality and meet the expressed needs of Workforce Investment customers, the MWC Board has established the following mission, goals and responsibilities:

**Universal Access:** All customers, including those with special needs and barriers to employment, will have access to a core set of services at each access point in the One-Stop Career Center System. Core and intensive services will be made available. Training and support services will be accessed with customers and referrals and appointments will be set up with appropriate agency(s).

**Integrated Services:**

The One-Stop centers will model an integrated service delivery that is consistent with other states that have adopted an integrated delivery approach. It is organized around common services that are primarily core and intensive services. The One-Stop centers will focus on services and not programs, while integrating a unified vision, policies and metrics to customer delivery.

**Individual Choice:** Customers will be provided with information on services available through the One-Stop Career Centers. Customers will have access to a multitude of career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities. Customers will then have the opportunity to select

the mechanisms through which to access services and to select the services that meet their individual needs and preferences.

**Program Quality/Accountability:** One-Stop Career Centers' design, management and service delivery will be responsive to the needs of customers. Customer satisfaction will be a key measure of accountability. All partner agencies agree to support each other in their respective provision of services and to facilitate joint provision of services consistent with the needs of their respective customers, the program goals of the partner organizations, and laws and regulations governing the programs they operate.

### **III. Geographic Area**

- A. Maricopa County exclusive of the City of Phoenix
- B. Regional and Collaborative Services with the City of Phoenix

### **IV. MWC One-Stop Career Center Locations**

#### Comprehensive One-Stop Locations

East Valley Career Center  
735 N. Gilbert Road  
Gilbert, Arizona 85234

West Valley Career Center  
1840 N. 95<sup>th</sup> Ave, Suite 160  
Phoenix, Arizona 85307

#### Limited Services Locations

Mesa Job Service  
120 W. 1<sup>st</sup> Ave.  
Mesa, Arizona 85210

Vista del Camino Scottsdale Community Center  
7700 E. Roosevelt  
Scottsdale, Arizona 85257

### **V. Cost Sharing**

Partner agencies co-located in the MWC One-Stop Career Centers must pay for costs associated with the operation of the Career Centers. The agreement establishes the terms for cost sharing. Each agency shall contribute proportionately to the operational costs of the One-Stop system (20 CFR §662.270). Shared Costs are provided in Exhibit 2 of the agreement.

- A. Identification of Operating Budget for One-Stop Delivery System

MWC has developed a cost allocation method for shared costs. The costs consist of direct costs that are incurred by partners in the provision of customer services in the One-Stop Career Centers

Direct Costs include:

- Rent/Lease
- Utilities
- Janitorial/maintenance
- Copier rental & Supplies
- Protective Services
- Communications
- Repairs & Maintenance
- Applicable Taxes

### B. Cost Allocation and Resource Sharing Methodology

The shared costs as displayed in Exhibit 2 have been combined into a cost pool for the purposes of cost allocation. This cost pool and the method used for allocation of pooled costs to the Agency is described below. The total proportionate share attributable to each partner is also reflected in Exhibit 2.

**Direct Cost Pool** – The individual cost of items for the operation of the MWC One-Stop Career Centers. These costs are allocated on the basis of square footage occupied by each agency, co-located at the One-Stop Career Centers and a proportionate amount of Common space. Cost allocations are adjusted yearly for changes in the One-Stop Career Centers agency participation. Projected costs are estimated and each agency shall pay its fair share.

MWC has some latitude for discretion in determining how to share costs, as long as the basis used for cost sharing is compatible with the governing provisions of WIA, other partners' legislation, and the applicable OMB Circulars.

Each Agency shall comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars. The following lists the circulars and corresponding entities:

- OMB Circular A-21 – Cost Principles for Educational Institutions.
- OMB Circular A-87 – Cost Principles for State, Local and Indian Tribal Govts.
- OMB Circular A-122 – Cost Principles for Nonprofit Organizations.

The cost allocation process that is adopted is fully documented. The structure and capabilities of the Partner Agency's accounting systems will be considered in designing an operable cost allocation process. Each Agency shall contribute a fair share of the operating costs based on the use of the one-stop delivery system by individuals attributable to the Agency. The MWC Board supports the fairness of the negotiated amounts through the use of cost allocation methods or bases.

Each agency shall provide the resources necessary to fund their proportionate share of the shared costs as reflected in Exhibit 2. All agencies that are co-located in the One-Stop Career Centers must make monthly payments to Maricopa County representing their fair share based on square footage used.

A proportionate share of common space shall be attributed to each partner agency and will be included in the monthly costs to be paid by each agency. Costs are anticipated to remain the same throughout the year, and will be evaluated on a yearly basis. Changes in costs will be adjusted through an amendment.

1. If the Agency fails to receive funding, or appropriations, limitations, or other expenditure authority at levels sufficient to pay monthly costs for co-location the Agency has committed to provide, then the Agency shall withdraw from this agreement and vacate the premises.
2. Should other agencies agree to enter into License Agreements for co-location in the One-Stop Career Centers and the direct costs distributed among the agencies is reduced an amendment will be developed to reduce the cost under this Agreement.

### **VI. Supportive Services**

Each agency shall coordinate supportive services for customers and their families within the boundaries of their respective capacities. This will be tracked and accounted for in the case management process.

### **VII. Customer Satisfaction**

Each agency shall establish an accountability system to measure the success of the One-Stop system that ensures customers and employers are highly satisfied with the services that are provided at the One-Stop Career Centers.

Each agency shall provide MWC, to the extent possible, with customer contact information for the purpose of conducting customer satisfaction surveys. MWC customer satisfaction surveys will be conducted semi-annually and the results will be shared and posted within the One-Stop system.

### **VIII. Continuous Improvement**

Each agency shall designate a representative to actively participate in the MWC Standing Partners Committee. The agency's representative shall attend meetings in an effort to provide continuous service improvements in the One-Stop system. The representative shall participate in process improvement, service delivery and staff meetings conducted in the One-Stop Career Centers.

### **IX. Performance Accountability**

Each agency shall provide information on an annual basis about performance goals and the attainment of those goals. Data will be accumulated by MWC and presented to the MWC Board during its regularly scheduled meetings for the annual System Effectiveness Report.

Each agency shall participate in the development of strategic plans for process improvement and performance goals for the comprehensive One-Stop System. Each partner is accountable for performance of their agencies' scope of work.

Each agency in the One-Stop system shall:

- Submit quarterly activity reports to the Center Manager to be presented to the MWC Board
- Work toward the development of common performance goals and measures that will be in alignment with the stated goals of the MWC Comprehensive One-Stop system

### **X. Data Access/Data Sharing**

Records of common customers who receive services funded through Wagner-Peyser, Title 1B or other USDOL-funded employment programs, and who also receive services from a co-located agency, will be maintained in the case management file cabinets. Customer information and services provided will be entered into the Arizona Job Connections (AJC) reporting system.

Partner agencies who wish to obtain access to common customers' files and the AJC reporting system may do so under the terms and conditions of this agreement if the following conditions are met:

The agency is responsible for all costs associated with data access (e.g. hardware and software, phone lines, monthly connection charges, fees for usage).

The agency agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry.

Each agency's staff members who require access will follow the security access procedures established by the Department of Economic Security and sign the appropriate data access forms prior to receiving access.

### **XI. Disabilities Services**

Pursuant to 29 CFR Part 37.7 through 37.10, each partner agency shall assure that the following is provided, to the extent possible, in the One-Stop delivery system.

- A. Center facilities are programmatically and architecturally accessible;
- B. Agency access for individuals with disabilities
- C. Reasonable accommodations for individuals with disabilities

### **XII. Referral Process/Methods Between Organizations**

Each agency shall provide value-added referrals for customers to additional services with other agencies co-located in the MWC One-Stop Career Centers, when customers are deemed in need of additional services. All customers entering the centers will be assessed upon each visit to the center. This will include but not limited to the creation of AJC plus account, TABE testing, and a Self Sufficiency assessment in order to better service our customers.

### A. Referral Point of Contact

Each agency shall provide a referral point of contact including name, title, and associated phone number, e-mail address for the referral point. Partner agencies shall ensure contact information is current and provide updates as necessary. To ensure continuity of service, the individual making the referral appointments shall follow-up with the customer to confirm an appointment was scheduled.

Customers shall be triaged to agencies (services) following a single or combination of assessments and goal identification. These referrals will be made using a universal referral document that will be tracked both manually and electronically.

### B. Co-enrollment

Customers may be co-enrolled in multiple agency programs within the One-Stop system, whenever appropriate and as eligibility and other program regulations allow. Partner agency shall ensure customers are provided comprehensive services. The objective of co-enrollment is to broaden the service options for customers and to ensure training, supportive service, and placement support needs are met. Furthermore, co-enrollment allows the partner agency to share credit for performance outcomes.

Each agency shall:

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate;
- Cross-train agency staff in enrollment procedures and requirements to facilitate co-enrollment as needed;
- Obtain consent from customer to share information with other agencies co-located in the MWC One-Stop system; and.
- Share customer information (including eligibility and assessment information and employability/service plans) to minimize customers' need to have to provide similar or identical information to more than one agency within the comprehensive One-Stop System.

### C. Appointment Scheduling

All service agency appointments and activities shall be coordinated with the One-Stop centers' welcome team. Each welcome team will schedule and coordinate appointments for customers within the framework of the integrated delivery model for both core and intensive services.

### D. Capacity Building

Each agency shall establish a high level of professional standards related to One-Stop staff competencies and protocols, as well as a professional environment for customers. In order for the "universal" customer to receive seamless services in a true One-Stop environment it is imperative that all agencies in the One-Stop system be knowledgeable of services provided within the One-Stop Center. Each partner agency shall provide training to the co-located agencies on services provided and eligibility requirements. Each partner agencies 'staff shall attend training provided by other co-located agencies within the One-Stop system.

It is understood all organizations participating in the comprehensive One-Stop system need to achieve specific program goals and that by supporting partner agencies through training and team work, the One-Stop System will result in increased goal achievement by all of the agencies. As with all aspects of joint planning, capacity building efforts shall be examined in the context of adaptability to needed change, customer service and continuous improvement. Each agency shall work continuously to ensure collaboration with state and regional efforts to provide service delivery in response to identified capacity building needs.

### E. Marketing and Outreach

Each agency shall contribute to marketing strategies by informing job seekers, employed individuals, employers, and the community at large about the services available through the local One-Stop system.

- The following resources are or may become available to enhance joint marketing efforts:
- Web site development
- Public education/information
- One-Stop brochures/flyers
- Television or radio announcements
- Newspapers

### F. Confidentiality

Each Party to this agreement warrants that it shall comply with the provisions of the Workforce Investment Act and other applicable federal and state laws and regulations including but limited to those relating to confidentiality of customer records. Partner agencies shall share customer information only for the benefit and with the expressed and informed consent of the customer and, if applicable, the customer's parent or guardian, except as otherwise required by law.

### G. Dispute Resolution Process



This section applies to the any disputes that may arise in the delivery of services in the MWC comprehensive One-Stop Career Centers. Except as may otherwise be provided for in this Agreement, any dispute arising between the agencies co-located in the One-Stop Career Centers shall be addressed by MWC One-Stop Career Centers Administrator.

One-Stop agencies will function by consensus. In instances where consensus cannot be reached at the lowest level and the functioning of the One-Stop system is impaired, those one-stop agencies who are parties to the dispute shall submit to the following dispute resolution procedures:

- If the agencies are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to MWC Assistant Director within 15 days of the initial dispute;
- MWC Assistant Director will evaluate the merits of the dispute and may attempt to resolve the dispute through mediation;
- If the MWC Assistant Director is unable to resolve the dispute, issue shall be referred to the MWC Board Executive Committee. The Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the Executive Committee shall prepare a response to the complaint within 30 days;
- The decision of the Executive Committee shall be final and binding on all parties to the dispute.

### **XIII. Assurances and Certifications**

Each agency accepts the assurances and certifications identified in this section. By signing the agreement, the agency agrees to the provisions contained in each of the documents identified below and incorporated by reference into this agreement.

- A. Assurances - Non-Construction Programs
- B. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Transaction
- C. Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace
- D. Certification of Release of Information
- E. Nondiscrimination of Equal Opportunity Requirements of WIA

Specifically during the performance of this agreement, partner agency shall not discriminate against any person because of race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status or sexual orientation. The Agency shall abide by the provisions of Executive Order 11246 on nondiscrimination and, accordingly, will take affirmative action to ensure that applicants are employed without regard to their race, color, religion, sex, disability or national origin.

Nothing herein shall be construed as obligating the agency to expend funds or be construed as involving the agency in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. This agreement in no way restricts any of the Parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.

### Appendix 4 – Partner Agreement

## Workforce Investment Act One Stop Partner Agreement with the Maricopa Workforce Connections Investment Board 2014-2016

### I. Introduction

Maricopa County - Maricopa Workforce Connections (MWC), exclusive of the City of Phoenix, is a designated Local Workforce Investment Area (LWIA), under the federal Workforce Investment Act (WIA) of 1998. As a LWIA, MWC is responsible for implementation of the provisions of Section 1219(c) (2) of Title I of the Workforce Investment Act of 1998. MWC operates two comprehensive One Stop Career Centers and is responsible for the design of a system that promotes collaborative employment & training strategies reflecting the particular needs of the area's local and regional economies. The system is built upon a framework of service delivery through comprehensive and affiliate One-Stop Career Centers and a collaborative network of Organizations. As mandated in WIA and Department of Labor implementing regulations at 20 CFR 662.300, One Stop Operators must develop Agreements with agencies that are co-located in the One Stop Career Centers.

This Agreement establishes the terms and conditions among the undersigned partners within the Maricopa Workforce Connections One-Stop System, (hereinafter "Partner (s)") in their efforts is to establish a cooperative working relationship between and among the parties and to define the roles and responsibilities of all parties with respect to implementation of the Maricopa Workforce Connections One-Stop System.

### II. Definitions

**Maricopa Workforce Connections Investment Board:** The local workforce investment area board established by the State of Arizona for the geographic area comprising all of Maricopa County except the City of Phoenix.

**Maricopa Workforce Connections One-Stop System Operator:** The entity designated or certified under section 121(d) of the Workforce Investment Act of 1998. One-Stop operators are responsible for the operation and the coordination of all activities in a One-Stop center.

**One-Stop Partner:** The term "one-stop partner" means:

1. An entity described in section 121(b) (1) of the Workforce Investment Act of 1998; and
2. An entity described in section 121(b) (2) of the Workforce Investment Act of 1998 that is participating in the operation of a One-Stop delivery system.

**Co-Located Partner:** A One-Stop Partner occupying space in a One-Stop facility.

**One-Stop Comprehensive Career Center:** Under the Workforce Investment Act, every local System must have at least one comprehensive Center. A One-Stop Center is a facility that makes a complete range of the system's services available at a single site, through self-service or with staff help.

**Affiliate Center:** A facility designated by the Maricopa Workforce Connections Board that provides some or most of the system's services, and operates under the name of the Maricopa Workforce Connections One-Stop System.

**Maricopa Workforce Connections One-Stop System:** The network of workforce products and services that meets business and jobseeker needs in whatever manner and location is most effective and convenient for the customer. The one-stop system is often described as a “seamless system of service delivery”. Information and access to services are available to customers regardless of which partner site is entered. All partners have an obligation to provide the core informational services so that individuals may access the one-stop system regardless of where they enter, including information regarding access or linkages to intensive services, training services and the programs and activities carried out by all of the One-stop partners.

### III. Purposes of the Agreement

The purposes of this Agreement are to: (1) provide a framework for the delivery of comprehensive and collaborative workforce development services to job seekers and employers of the region, and (2) establish a clear understanding among the Partners regarding their respective roles and responsibilities for implementation of the provisions of Section 1219(c)(2) of Title I of the Workforce Investment Act of 1998.

The Maricopa Workforce Connections One-Stop System has been designed by the State of Arizona to promote collaborative employment & training strategies reflecting the particular needs of the area’s local and regional economies. The system is built upon a framework of service delivery through comprehensive and affiliate One-Stop Career Centers and a collaborative network of Partner Organizations.

The Maricopa County Workforce Investment Board and its participating partners enter into this Agreement to ensure that the following principles of the Workforce Investment Act of 1998 are implemented:

- **Universal Access:** All job seeking customers, including those with special needs and barriers to employment, will have access to a core set of services at each access point in the One-Stop Career Center System, designed to provide information to make career and labor market decisions. Core and intensive services will be made available at multiple locations. Training and support services will be accessed through enrollment transactions at these access points.
- **Integrated Services:** Delivery of services will be continually enhanced through collaborative planning, the coordination and scheduling of Partner activities and services, and the sharing of program information, performance data, and participant data.
- **Individual Choice:** Job seeking customers will have choices in the mechanisms through which they access services and among the services themselves, based on their individual needs and preferences. Customers will have access to a multitude of career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities.
- **Program Quality/Accountability:** The design and management of Maricopa Workforce Connections facilities and affiliated facilities as well as the delivery of services will be responsive to the needs of customers, and customer satisfaction will be a key measure of accountability. The partners agree to support one another in; (1) their respective provision of services and to facilitate joint provision of services consistent with the needs of their respective customers, and (2) the program goals of the partner organizations, and laws and regulations governing the programs they operate.

The establishment of a system of one-stop career centers and access points is designed to accomplish the following:

- To facilitate the coordination of resources so as to eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers served through the system.

- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

#### IV. Geographic Area Covered by the Agreement

- Direct Services: Maricopa County exclusive of the City of Phoenix
- Collaborative Services: City of Phoenix (Operating as Phoenix Workforce Connection)

#### V. One-Stop Center Locations

##### Comprehensive One Stop Locations

Gilbert (East Valley)  
735 N. Gilbert Road  
Gilbert, Arizona 85234

West Valley Career Center  
1840 N. 95th Ave, Suite 160  
Phoenix, Arizona 85307

##### Affiliated Limited Services Locations

Mesa Job Service  
163 N. Dobson Road  
Mesa, Arizona 85201

Vista del Camino  
City of Scottsdale  
7000 E. Roosevelt  
Scottsdale, Arizona 85257

#### VI. Cost Sharing

Each Partner, co-locating in a Maricopa Workforce Connections One-Stop Career Center agrees to contribute proportionately to the operational costs of the system (20 CFR §662.270). Such partners shall enter into a license agreement with Maricopa Workforce Connections' designated One-Stop System Operator, Maricopa County, for this purpose.

##### **A. Identification of Operating Budget for One-Stop Delivery System**

The One-Stop System Operator will propose a cost allocation method for shared costs. The methodology will be based on the cost allocation considerations discussed below.

##### **B. Cost Allocation and Resource Sharing Methodology**

The partners will comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars. The following lists the circulars and corresponding entities:

- OMB Circular A-21 – Cost Principles for Educational Institutions.
- OMB Circular A-87 – Cost Principles for State, Local and Indian Tribal Govts.
- OMB Circular A-122 – Cost Principles for Nonprofit Organizations.

The cost allocation process that is adopted will be fully documented and auditable. The structure and capabilities of the partners' accounting systems will be considered in designing an operable cost allocation process. Each co-locating partner must contribute a fair share of the operating costs based on the use of the one-stop delivery system by individuals attributable to the partner's program.

The Maricopa Workforce Connections One Stop Operator will negotiate each partner's share of the costs in a way that promotes the principles of proportionate cost sharing. To accomplish this, the LWIB will support the fairness of the negotiated Agreement through the use of cost allocation methods or bases.

The Maricopa Workforce Connections Board delegates to the One Stop System Operator some latitude for discretion in determining how to share costs, as long as the basis used for cost sharing is compatible with the governing provisions of WIA, other partners' legislation, and the applicable OMB Circulars.

### **C. Payment System and Timeline**

The payment system for shared costs to operate the One-Stop Centers is to be paid within thirty days from the first of the month due date to the One-Stop operator. Failure to pay within this timeframe could result in additional finance charges being assessed to the co-located partner(s).

### **D. Alteration Provisions**

Should a co-located partner want to alter the cost sharing arrangement based on benefits derived, as indicated above there will be a minimum quarterly opportunity for re-negotiation.

### **E. Audit Responsibilities**

The co-located partners agree that each will bear a proportionate share of any applicable audit responsibilities based on their respective dollars contributed arising from this Agreement.

## **VII. Supportive Services**

All partners agree to coordinate supportive services for the individual and their families within the boundaries of their respective capacities. This will be tracked and accounted for in the case management process.

## **VIII. Business Services**

The Maricopa Workforce Connections Board, through its One Stop System Operator, agrees to provide the listed services below to all employers within the service area.

- Recruitment, orientation and referral of qualified job seekers to job vacancies
- Job service and employment information
- Labor market information
- Information regarding the Arizona Job Training Program
- Connection to economic development resources
- Rapid response and plant closure assistance
- Resource referral

## **IX. Customer Satisfaction**

All partners agree to the establishment of an accountability system to measure the success of the One-Stop system in ensuring employers and workforce development participants are highly satisfied with workforce development services.

Each partner shall provide the One-Stop customer satisfaction survey data as it is collected.

### **X. Continuous Improvement**

All partners will participate on relevant Task Forces created by the Maricopa Workforce Connections Board by designating a representative to serve. This designee will attend the Task Force meetings in an effort to improve services. Partners will actively participate in any staff meetings conducted for the purpose of operation of the One Stop System or specific One Stop Career Centers.

### **XI. Performance Accountability**

All partners agree to exchange information on an annual basis about performance goals and the attainment of those goals by the partners. This data will be accumulated by the One-Stop operator and presented to the Maricopa Workforce Connections Board during its regularly scheduled meetings.

Partners will develop strategic plans on how to assist one another in meeting those performance goals whenever possible. Partner agencies will be held accountable for performance as specified within their scope of work.

All partners in the One-Stop system will:

- Adhere to prescribed reporting schedules
- Provide required performance data in a compatible format to the Maricopa Workforce Connections Investment Board on an annual basis
- Agree to work toward the development of common performance goals and measures that will be in alignment with the stated goals of the Maricopa Workforce Connections system.

### **XII. Referral Process/Methods Between Organizations**

All partners agree to provide value-added referrals to customers for additional services with other partner agencies when those customers are deemed in need of such additional services. It is agreed the One-Stop Delivery system partners of this signed Agreement will conduct referral for services in the following manner. All customers referred for services will:

- Receive a written referral form with the date, time, and place of the appointment.
- All appointments will be scheduled within three working days.
- The individual making the appointment will follow-up with the customer within three working days of the scheduled appointment date.

#### **A. Referral Point of Contact for Each Organization**

All partners agree to provide a referral point of contact including name, title, and associated phone number, e-mail address and fax number for the referral point. The partner organizations agree to provide this information within two weeks of the official signing of this Agreement. The partners further agree to keep this information current should changes occur.



### **B. Co-enrollment**

All partners agree to co-enroll participants in multiple partner programs whenever appropriate and as eligibility and other program regulations allow. The objective of such co-enrollment is to broaden the service options for participants and to respond to unmet training, supportive service, and placement support needs. Furthermore, co-enrollment allows the partners to share credit for outcomes. All partners agree to:

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate.
- Cross-train partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed.
- With the informed consent of the affected participant share participant information (including eligibility and assessment information) to minimize participants' needs to have to provide similar or identical information to more than one of the partners.

### **C. Appointment Scheduling**

All partners agree to coordinate appointment scheduling activities to facilitate customer flow and service among the partners.

## **XIII. Capacity Building**

All partners agree to maintain a high level of professional standards related to One-Stop staff competencies and protocols, as well as a professional environment for customers of the affiliate sites. In order for the "universal" customer to receive seamless services in a true One-Stop environment it is imperative that all partners in the system understand each partner organization, their services and their goals. Each partner agrees to provide training to the other partners in the system. Each partner also agrees to attend training given by other organizations within the One Stop System.

It is understood all organizations participating need to achieve specific program goals and that by supporting each other through training and team work, the One Stop System will result in increased goal achievement by all of the partners. As with all aspects of joint planning, capacity building efforts shall be examined in the context of adaptability to needed change, customer service and continuous improvement. The partners agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery in response to identified capacity building needs.

## **XIV. Marketing and Outreach**

The partners to the Agreement agree to a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the local One-Stop system.

The following resources are or may become available to enhance joint marketing efforts:

- Web site development
- Public education/information
- One Stop brochures/flyers
- Television or radio
- Newspapers

### **XV. Duration of the Agreement**

This Agreement will commence on July 1, 2011 and shall remain in effect through June 30, 2013 with an amendment clause of 30 days unless the Maricopa Connections Workforce Investment Board extends, amends, or terminates it.

### **XVI. Confidentiality**

The partners agree to share customer information only for the benefit and with the expressed and informed consent of the participant and, if applicable, the participant's parent or guardian, except as otherwise required by law.

### **XVII. Dispute Resolution Process**

It is expected one-stop partners will function by consensus. In instances where consensus cannot be reached at the lowest level and the functioning of the one-stop system is impaired, those one-stop partners who are parties to the dispute shall submit to the following dispute resolution (complaint) procedures:

- If the partners are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the Maricopa Workforce Connections Executive Committee within 15 days of the initial dispute.
- The Executive Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the Executive Committee shall prepare a response to the complaint within 30 days.
- The decision of the Executive Committee shall be final and binding on all parties to the dispute.

### **XVIII. Indemnification/Hold Harmless**

Each party hereby agrees to indemnify, defend and hold harmless all other parties identified in section 7 above of this Agreement from and against all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this Agreement. It is understood and agreed that all indemnity provided herein shall survive the termination of this Agreement.

### **XIX. Non-participation by a Required Partner**

If a required partner elects not to participate, that partner may not be represented on the Maricopa Workforce Connections Investment Board. All efforts must be made to come to Agreement on the issue(s) involved. In the event that this issue(s) cannot be resolved, alternative partner(s) will be sought to represent the required partner service or funding stream.

### **XX. Severability Clause**

If any part of this Agreement is found to be null and void, or is otherwise stricken, the rest of this Agreement shall remain in full force and effect. This Agreement shall be binding upon and inure to the benefit of the parties hereto and respective successors and assigns where permitted by this Agreement.

### **XXI. Insurance**

All parties agree to maintain in full force and effect during the term of this Agreement and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

### **XXII. Assurance and Non-Discrimination Clause**

The WIB and the identified partners herein described as parties to this Agreement accept the assurances and certifications identified in this section. Through the signing of this Agreement, the parties agree to the provision contained in each of the documents identified below and incorporated by reference into this Agreement.

- A. Assurances - Non-Construction Programs
- B. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Transaction
- C. Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace
- D. Certification of Release of Information
- E. Nondiscrimination of Equal Opportunity Requirements of WIA

Specifically during the performance of this Agreement, the parties shall not discriminate against any person because of race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status or sexual orientation. The parties also agree to abide by the provisions of Executive Order 11246 on nondiscrimination and, accordingly, will take affirmative action to ensure that applicants are employed without regard to their race, color, religion, sex, disability or national origin.

Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. This Agreement in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.

### **XXIII. Whole Document**

There are no other agreements or understandings, written or oral, between the undersigned other than as set forth herein. This Agreement shall not be modified or amended except by a written document executed by both parties to this Agreement pursuant to the terms for amending the document set forth herein above.

### **XXIV. Disabilities Services**

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this Agreement will assure that the following is provided, to the extent possible, in the One-Stop delivery system.

- A. One-Stop center facilities that are programmatically and architecturally accessible;
- B. Program access for individuals with disabilities
- C. Reasonable accommodations for individuals with disabilities

### **XXV. Data Access**

Records of common clients who receive services funded through Wagner-Peyser, Title 1B or other USDOL-funded employment programs, who also receive services from a Partner program, will be maintained in a workforce case management and reporting system provided by the Department of Economic Security.

Partners who wish to obtain access to workforce case management and reporting system may do so under the terms and conditions of this Memorandum of Understanding if the following conditions are met:

- A. The Partner is responsible for all costs associated with data access (e.g. hardware and software, phone lines, monthly connection charges, fees for usage).
- B. The Partner agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry.
- C. Each Partner staff member who requires access will follow the security access procedures established by the Department of Economic Security and sign the appropriate data access forms prior to receiving access.

### XXVI. Signatures

Required Partners are entities designated by Section 121 of the Workforce Investment Act of 1998 and by CFR 622.200. Additional Partners to this Agreement may be so designated by the Maricopa Workforce Connections Board.

#### Signatures of Partner Organizations:

##### Maricopa County Human Services Department

Programs authorized under WIA Title I serving Adults, Dislocated Workers and Youth Community Services Block Grant Employment and training Activities

Signature

Date:

##### Phoenix Job Corps

Job Corps Programs

Signature

Date

##### Phoenix Indian Center

WIA Title I Native American Programs

Signature

Date:

##### DES Employment Administration

WIA Title I, Section 167 Migrant and Seasonal Farm Worker Program, WIA Section 121(b)(1)(B)(i) Veterans Workforce Programs, Wagner-Peyser Act Programs, Title I, Rehabilitation Act Programs, Trade Adjustment Assistance, State Unemployment Compensation Activities, Veterans Employment Representative and Disabled Veterans Outreach Activities Authorized by Chapter 41, Title 38, USC, TANF

Signature

Date:

## Appendices

### DES, Adult and Aging

Senior Community Service Employment Program of Title V of the Older Americans Act

Signature

Date:

### Maricopa Community College District

Postsecondary Vocational Education Activities of the Carl D. Perkins Career and Technical Education Improvement Act of 2006

WIA Title II Adult Education and Literacy Programs

Signature

Date:

### Housing and Urban Development

HUD Employment and Training Activities

Signature

Date:

### SCORE

Signature

Date:

### Project PEPP

Signature

Date:

### MAXIMUS

Signature

Date:

### AWEE

Signature

Date:

Area Agency on Aging

Signature

Date:

### Title IB Operator

Patricia Wallace, Assistant Director  
Maricopa Workforce Connections

### Chair, Maricopa Workforce Connections Board

Kelsie McClendon  
Chair, Maricopa Workforce Connections Board

Signature

Signature

Date

Date

Appendix 5 – Amendment to Current Agreement

Contract No. C-22-12-019-M-01

Amendment 1

AMENDMENT TO THE AGREEMENT  
BETWEEN  
MARICOPA COUNTY BOARD OF SUPERVISORS  
AND  
MARICOPA WORKFORCE CONNECTIONS BOARD  
IN PERFORMANCE OF  
WORKFORCE INVESTMENT ACT ACTIVITIES

Amendment 1 to the agreement between the Maricopa County Board of Supervisors and the Maricopa Workforce Connections (MWC) Board addresses the items below.

**Recitals**

The term of the Agreement shall commence on the date stated on the cover page of this Agreement through June 30, 2013, and thereafter shall automatically be renewed from program year to program year unless; (1) either party gives at least 30 days notice to the others of its intention not to renew, or (2) MWC prepares and submits a new Two-Year Plan.

MWC has prepared a modification to the Local Workforce Investment Area Two-Year Plan that will address changes to the service delivery model. The modified Two-Year Plan will be submitted to the Governor's Workforce Arizona Council for acceptance once approved by the Maricopa County Board of Supervisors on September 25, 2013. An extension to the Two-Year Plan will be requested from June 30, 2013 to June 30, 2014.

An extension to the Agreement is being requested to coincide with the Two-Year Plan that is being submitted

1. Approve an extension to the agreement between the Boards:  
Section VII. Extend the agreement term from June 30, 2013 to June 30, 2014.
2. All other terms and conditions will remain in effect.

Parties having reviewed and approved this Agreement, hereto agree to be bound by the provisions herein set forth.

MARICOPA COUNTY  
BOARD OF SUPERVISORS



SEP 30 2013

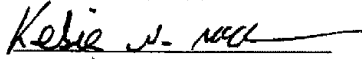
Date

ATTESTED TO:



DEPUTY Clerk of the Board 09/25/13

MARICOPA  
WORKFORCE CONNECTIONS



10.24.13

Date

APPROVED AS TO FORM:



DEPUTY COUNTY ATTORNEY

Sept 26 2013

Date

### Appendix 6 – LWIB Partnership Agreement



### Chief Elected Officials and LWIB Partnership Agreement

#### III. PURPOSE

**WHEREAS**, Maricopa County serves as Chief Elected Official (CEO), fiscal agent and administrative entity for the Maricopa Workforce Investment Area.

**WHEREAS**, the Maricopa Workforce Investment Board, hereinafter referred to as LWIB, has been appointed by the CEO, in accordance with the requirements in the Workforce Investment Act of 1998 (WIA).

**WHEREAS**, the **CEO AND LWIB PARTNERSHIP AGREEMENT** is required by the Workforce Arizona Council to acknowledge LWIB membership and to specify the relationship between the CEO and the LWIB.

#### IV. LOCAL BOARD MEMBERSHIP

The WIA Section 117(c)(1) authorizes the CEO to appoint the members of the LWIB in accordance with the criteria established under Section 117(b) of the WIA and the guidelines in Workforce Arizona Council Policy 02-2013 entitled Workforce Investment Act Local Governance Policy.

The CEO must appoint business representatives that meet the criteria established by the Workforce Arizona Council on behalf of the Governor.

The authority to appoint members to the LWIB lies solely with the CEO.

##### A. Terms

LWIB members are appointed for a fixed and staggered 3-year term. Members may be reappointed upon completion of their term.

##### B. Nomination

For each LWIB member position that requires a nomination, the nominating organization as required by the Workforce Investment Act must submit to the Maricopa County Board of Supervisors, as Chief Elected Official of the local area, a document or letter signed by the chief executive officer or designee identifying the individual being nominated. The document or letter must also acknowledge the nominee's optimum policy making authority and include documentation of curriculum vitae, resume or work history supporting the qualifications of the nomination. Multiple individuals may be

nominated for one LWIB position. The CEO shall make an appointment of one of the individuals nominated in its role to appoint LWIB members.

### **C. Appointment**

LWIB appointments must be made by the Maricopa Board of Supervisors as CEO and submitted to the local administrative entity either in the form of a letter, evidenced within minutes of meetings, or other official communication. An email from the Maricopa Board of Supervisors or their designee will serve as one form of official communication.

### **D. Change in Status**

LWIB members who no longer hold the position or status that made them eligible LWIB members must resign or be removed by the Maricopa County Board of Supervisors, as CEO, immediately upon notification to the LWIB Chair of the change of status as a representative of that entity.

### **E. Mid-Term Appointment**

LWIB members replacing out-going members mid-term will serve the remainder of the out-going member term.

### **F. Vacancies**

The membership shall be from residents of Maricopa County. Recommended nominees shall be submitted by the appropriate organizations to the Maricopa County Board of Supervisors, as CEO, for formal appointment. LWIB vacancies must be filled within 120 days of the vacancy. Maricopa County Board of Supervisors, as CEO, is authorized to make all reappointments of members. Reappointments must be made within 120 days of the term expiration. In the event a vacancy cannot be filled within 120 days, the Administrative Entity must request a waiver in writing to the Director of the Workforce Arizona Council with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. The Administrative Entity must maintain written approval of the waiver request by the Director of the Workforce Arizona Council and will be monitored according to the process outlined in their approved waiver request.

### **G. Removal**

LWIB members must be removed by the Maricopa County Board of Supervisors, as CEO, if any of the following occurs:

- a) Documented violation of conflict of interest.
- b) Failure to meet LWIB representation requirements defined in the WIA and Workforce Arizona Council policy.

- c) Documented proof of malfeasance, fraud or abuse.

In addition, LWIB members may be removed from the LWIB for cause, as outlined in the LWIB by-laws, if a two-thirds (2/3) majority of the LWIB approves such actions at a legally constituted meeting. Such action must be confirmed by a four-fifths (4/5) majority of the Maricopa Board of Supervisors, as CEO.

### V. RELATIONSHIP BETWEEN CEO AND THE LWIB

The Maricopa County Board of Supervisors, as CEO, provides the following guidance to the LWIB. In the case of required partnership or approval by the CEO, the LWIB shall get in writing, either through official communication including email or in minutes of meetings, evidence of Chief Elected Official involvement. The LWIB shall in accordance with an Agreement with the CEO and according to the Workforce Investment Act legislative requirements:

#### C. In partnership with the CEO:

- i) Develop and submit a local workforce business plan consistent with WIA, Arizona State Integrated Plan, Workforce Arizona Council and other state administrative entity requirements; and
- j) Select the local workforce system operator according to the Arizona One-Stop Delivery System Policy; and
- k) Select eligible youth service providers consistent with federal, state, and local procurement requirements; and
- l) Select eligible providers of adult and dislocated worker intensive and training services; and
- m) Assist the state administrative entity in maintaining a list of eligible training providers including cost and performance data through a local approval process; and
- n) Conduct oversight of the one-stop delivery system including all WIA activities; and
- o) Negotiate local performance measures; and
- p) Appoint a youth council to advise the LWIB on youth activities.

#### D. Approval required by the CEO:

Develop a budget for carrying out the duties of the LWIB.

#### E. Other LWIB roles and responsibilities:

- a) Select a private-sector business representative as LWIB chairperson; and
- b) Create an annual report that must be submitted to the Workforce Arizona Council as per guidelines established by the Workforce Arizona Council; and
- c) Promote one-stop center programs and activities; and
- d) Establish a **MEMORANDUM OF UNDERSTANDING** with the WIA partner agencies; and
- e) Assist the state administrative entity in developing the statewide employment statistics system under the Wagner Peyser Act; and
- f) Coordinate with economic development strategies and establish employer linkages with workforce development activities; and

- g) Carry out regional planning responsibilities as required by the Workforce Arizona Council and the state administrative entity, and the Workforce Investment Act in Section 116 (c); and
- h) Per WIA Regulations 661.2059(a)(8), promote private sector involvement in the statewide workforce investment system through effective connecting, brokering, and coaching activities through intermediaries, such as the one-stop operator in the local area, the local business services function, or through other organizations to assist employers in meeting hiring needs; and
- i) Conduct business in an open manner by making available to the public information about the activities of the LWIB; this includes the local plan before submission, membership, designation of the local workforce system operator, the awards of grants or contracts, and minutes of LWIB meetings; and
- j) Ensure that partner staff will be governed by their respective personnel laws and collective bargaining agreements in a one-stop center; and
- k) Review and approve workforce system policies recommended by the WIA Executive Director.

### **VI. AMENDMENTS/CHANGE TO AGREEMENT/ELECTION**

This **AGREEMENT** may be amended or changed with a written notice by the CEO to the LWIB. Election notice of a new LWIB Chair or Chief Elected Official will be maintained in the Administrative Entity office.

### **VII. MAINTENANCE OF AGREEMENT**

The original **AGREEMENT** and any modifications shall be maintained and available for monitoring at the Maricopa County Administrative Entity office.

### **VIII. COMMUNICATION**

LWIB meeting notices and minutes of meetings will be provided to the Maricopa County Board of Supervisors. Maricopa County Board of Supervisors, in its official capacity as CEO of the local workforce area, will be invited to a joint meeting with the LWIB annually wherein performance information and financial information will be shared. The LWIB will make available to the public, on a regular basis through open meetings, information regarding the activities of the LWIB.

### **IX. REQUIRED SIGNATURES**

**Chairperson, Maricopa County Board of Supervisors as CEO:**

## Appendices

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*Signature*

*Date*

Chairperson, Maricopa County Workforce Investment Board:

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*Signature*

*Date*

Appendix 7 – Maricopa Workforce Investment Board Bylaws

### **Article I** **Name**

The name of the Board shall be the Maricopa Workforce Connection – Maricopa County Workforce Investment Board hereinafter referred to as LWIB.

### **Articles II** **Statutory Authority**

Workforce Investment Act of 1998 (WIA) and Maricopa Workforce Connections through the Maricopa County Human Services Department Workforce Development Division approved by the Maricopa County Board of Supervisors.

### **Articles II** **Purpose**

The purpose of the Maricopa Workforce Connections is to focus on strategic planning, policy development and oversight of the local workforce investment system in Maricopa County and to hold the workforce investment system accountable to principles and performance as identified in the Local Plan.

The LWIB shall, in partnership with the CEO, establish and oversee the workforce system for Arizona's Maricopa County in accordance with legislative requirements of the Workforce Investment Act of 1998 P.L. 105-220, Workforce Arizona Council policy and Department of Economic Security requirements.

### **Article III** **Duties and Responsibilities**

The LWIB shall in accordance with the **CEO AND LWIB PARTNERSHIP AGREEMENT** and according to the Workforce Investment Act legislative requirements and Workforce Arizona Council policy:

#### **F. In partnership with the CEO:**

- i. Develop and submit a local workforce business plan consistent with WIA, Arizona State Integrated Plan, Workforce Arizona Council and other state administrative entity requirements; and
- ii. Select the local workforce system operator according to the Arizona One- Stop Delivery System Policy; and
- iii. Select eligible youth service providers consistent with federal, state, and local procurement requirements; and
- iv. Select eligible providers of adult and dislocated worker intensive and training services; and
- v. Assist the state administrative entity in maintaining a list of eligible training providers including cost and performance data through a local approval process; and

- vi. Conduct oversight of the one-stop delivery system including all WIA activities; and
- vii. Negotiate local performance measures; and
- viii. Appoint a youth council to advise the LWIB on youth activities.

**G. Approval required by the CEO:**

Develop a budget for carrying out the duties of the LWIB.

**H. Other LWIB roles and responsibilities:**

- i. Select a private-sector business representative as LWIB chairperson; and
- ii. Create an annual report that must be submitted to the Workforce Arizona Council as per guidelines established by the Workforce Arizona Council; and
- iii. Promote one-stop center programs and activities; and
- iv. Assist the state administrative entity in developing the statewide employment statistics system under the Wagner Peyser Act; and
- v. Coordinate with economic development strategies and establish employer linkages with workforce development activities; and
- vi. Carry out regional planning responsibilities as required by the Workforce Arizona Council and the state administrative entity, Section WIA 116 (c); and
- vii. Per WIA Regulations 661.2059(a)(8), promote private sector involvement in the statewide workforce investment system through effective connecting, brokering, and coaching activities through intermediaries, such as the one-stop operator in the local area, the local business services function, or through other organizations to assist employers in meeting hiring needs; and
- viii. Conduct business in an open manner by making available to the public information about the activities of the local board; this includes the local plan before submission, membership, designation of the local workforce system operator, the awards of grants or contracts, and minutes of LWIB meetings; and
- ix. Ensure that partner staff will be governed by their respective personnel laws and collective bargaining agreements in a one-stop center.

### **Article IV** **Membership**

**Section 1: Appointments**

Members of the LWIB shall be appointed by the Maricopa County Board of Supervisors, as CEO, in accordance with the Workforce Investment Act of 1998, Federal Regulations, and Arizona State Policies.

**Section 2: LWIB Members**

LWIB members may represent multiple categories. The LWIB categories will consist of:



### **A. Private Sector Representatives**

- a. A majority, defined as greater than 50% of all LWIB membership, must be private business representatives. All business representatives must be owners of a business, chief executives, operating officers, or other business executives or individuals with optimum policy making or hiring authority and represent business with employment opportunities that reflect the employment opportunities of the local area. Business representatives will be appointed by the CEO from among individuals nominated by local business organizations and business trade associations.

### **B. Labor Organization Representatives**

- a. At least two (2) representatives of labor organizations with optimum policy making authority within their organization, agency or entity and nominated by a local labor federation or other representation of employees per WIA Section 117.

### **C. Local Educational Entity Representatives**

- a. At least two (2) representatives from local educational entities. These may be representatives of local educational agencies, local school boards, adult education and literacy providers, post-secondary educational institutions and community colleges. Educational representatives will be nominated by regional or local educational agencies, institutions or organizations representing such local educational entities.

### **D. Community-Based Organization Representatives**

At least two (2) representatives of community-based organizations, which may include, but not limited to, organizations representing individuals with disabilities and veterans and nominated by the community based organization.

### **E. Economic Development Agency Representatives**

At least two (2) representatives of economic development agencies, including but not limited to, private sector economic development entities, regional planning commissions, or county economic development organizations and nominated by the economic development agency.

### **F. Arizona Workforce System Partners**

At least one (1) member representing each of the following programs and nominated by the respective partner agency. Individuals may represent more than one program as deemed appropriate.

- a. WIA Title I (adult, dislocated worker, and youth); and
- b. Wagner Peyser Act; and
- c. Adult Education and Literacy; and
- d. TANF employment and training program/food stamp employment and training program; and
- e. Vocational Rehabilitation; and

- f. Title V Older Americans Act; and
- g. Postsecondary Vocational Education/Perkins Act; and
- h. Trade Act/NAFTA; and
- i. Veterans Title 38; and
- j. Unemployment insurance.

When present in the local area, the LWIB must have at least one (1) representative of the following programs:

Community Service Block Grant employment and training; and  
Housing and Urban Development employment and training; and  
Native American programs; and  
Migrant and Seasonal Farmworker programs; and  
Job Corps; and  
Veteran workforce investment programs.

### **Section 3: Youth Council**

The LWIB shall select the members of the Youth Council subject to review and approval by the CEO. The Youth Council shall operate as a committee of the LWIB. Youth Council members who are not appointed to serve on the LWIB shall be non-voting members of the LWIB. The LWIB Chair will appoint a Chair of the Youth Council who is an appointed member to the LWIB.

### **Section 4: Term**

LWIB members are appointed for a fixed and staggered 3-year term. Members may be reappointed upon completion of their term.

### **Section 5: Member Compensation**

LWIB member shall serve without compensation except for reimbursement for travel and subsistence expenses.

### **Section 6: Vacancies**

Members will be residents of Maricopa County. Recommended nominees shall be submitted by the appropriate organizations to the Maricopa County Board of Supervisors, as CEO, for formal appointment. LWIB vacancies must be filled within 120 days of the vacancy. Maricopa County Board of Supervisors, as CEO, is authorized to make all reappointments of members. Reappointments must be made within 120 days of the term expiration. In the event a vacancy cannot be filled within 120 days, the Administrative Entity must request a waiver in writing to the Director of the Workforce Arizona Council with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. The Administrative Entity must maintain written approval of the waiver request by the Director of the Workforce Arizona Council and will be monitored according to the process outlined in their approved waiver request.

An LWIB Member absence at three (3) consecutive regular meetings shall result in that position being declared vacant by the LWIB without the need for resignation or removal for cause.

### **Section 7: Resignations**

LWIB members may resign by submitting a written notice to the LWIB Chair.

### **Section 8: Removal for Cause**

LWIB members must be removed by the Maricopa County Board of Supervisors, as designated CEO, if any of the following occurs:

- d) Documented violation of conflict of interest.
- e) Failure to meet LWIB representation requirements defined in the WIA and Workforce Arizona Council policy.
- f) Documented proof of malfeasance, fraud or abuse.

In addition, LWIB members may be removed from the LWIB for cause if a two-thirds (2/3) majority of the LWIB approves such actions at a legally constituted meeting. Such action must be confirmed by a four-fifths (4/5) majority of the Maricopa Board of Supervisors, as designated CEO.

## **Article V**

### **Meetings**

### **Section 1: Regular Meetings**

The LWIB shall every other month for six times a year.

### **Section 2: Special Meetings**

The LWIB Chairperson may call a special meeting at any time with at least a forty-eight (48) hour notice. In addition, a special meeting may be called with a majority vote of active LWIB members with at least a forty-eight (48) hour notice. All special meeting notifications must follow appropriate State and Federal Open Meeting Laws.

### **Section 3: Quorum**

A simply majority of the currently appointed LWIB membership shall constitute a quorum. Phone participation is permitted, however, no proxies or alternates are permitted and do not count toward a quorum. Web-based participation is not permitted.

### **Section 4: Voting**

Each appointed member of the LWIB shall have one vote regardless of the number of categories the LWIB member represents. A simple majority vote of LWIB members present is needed to pass a motion. Members unable to attend may send a representative as a public member of the audience, but the representative is not allowed to vote or participate in the LWIB discussions unless part of a public period on the agenda.

### **Section 5: Conflict of Interest**

LWIB members must adhere to the following in regard to conflict of interest.

- A. A LWIB member may not vote on any matter that would provide direct financial benefit to the member or the member's immediate family, or on matters of the provision of services by the member or the entity the member represents.

- B. A LWIB member must avoid even the appearance of a conflict of interest. Prior to taking office, LWIB members must provide to the LWIB Chairperson a written declaration of all substantial business interests or relationships they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the LWIB. Such declarations must be updated annually or within thirty (30) days to reflect any changes in such business interests or relationships. The LWIB must appoint an individual to timely review the disclosure information and advise the LWIB Chairperson and appropriate members of potential conflicts.
- C. Prior to a discussion, vote, or decision on any matter before the LWIB, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a business entity, organization, or property that would be affected by an official LWIB action, the member must disclose the nature and extent of the interest or relationship and must abstain from discussion and voting on or in any other way participating in the decision on the matter. All abstentions must be recorded in the minutes of the LWIB meeting and be maintained as part of the official record.
- D. It is the responsibility of the LWIB members to monitor potential conflicts of interest and bring it to the LWIB's attention in the event a member does not make a self-declaration.
- E. A LWIB must ensure that the LWIB, its members, or its administrative staff do not directly control the daily activities of its workforce service providers, workforce system partners, or contractors.
- F. LWIB members or their organizations may receive services as a customer of a local workforce service provider or workforce system partner.

### **Section 6: Rules**

Roberts Rules of order shall govern the LWIB actions, unless inconsistent with these Bylaws or LWIB Agreements and Intergovernmental Agreements or applicable laws or regulations.

### **Section 7: Arizona Open Meeting Laws**

All meetings of the LWIB, including regular, special, standing committee, and ad hoc committees shall comply in form and manner as required by the Arizona Open Meeting Law.

### **Section 8: Agendas and Minutes**

LWIB meeting agendas are prepared by the LWIB Chairperson in consultation with the Maricopa County Workforce Development Division Assistant Director. Agendas for Full Board meetings will be developed by the Chair with input from the Maricopa County Workforce Development Division Assistant Director. Members must propose agenda items to the Chair at least ten (10) working days prior to the date of the meeting. Other agencies, groups, organizations, and/or individuals desiring to place items on the agenda must present them to the Chair or Workforce Development Division Assistant Director at least ten (10) working days prior to the date of the meeting. The board can utilize a consent agenda for action items that do not require discussion. However, board members may request that a particular item be removed from the consent agenda if discussion is required. Minutes and agendas, in addition to all other records related to board, Executive Committee, Youth Council and Ad hoc Task Force meetings will be kept at the Maricopa County Human Services Department offices and distributed as appropriate.

Records of official minutes are open to the public for review at Maricopa County Human Services Department by appointment.

### **Article VI** **Operating Procedures**

#### **Section 1: Committees**

Executive Committee. The Executive Committee helps frame the issues for the board and propose overall approach and direction. They work closely with Maricopa County Workforce Development Division Assistant Director and are empowered to make necessary decisions between Full Board meetings. These decisions must be ratified by the board at the next regularly scheduled board meeting.

Membership in the Executive Committee includes all elected officers of the Board, the Chair of the Youth Council and one At-Large member. The Maricopa County Workforce Development Division Assistant is a non-voting member of the Executive Committee.

The At-Large member of the Executive Committee seat is filled by the immediate past Board Chair.

The Board Chair serves as chair of the Executive Committee.

Youth Council. The Youth Council is comprised of representatives from the public and private sectors including educational entities, juvenile justice representatives, parents of youth seeking assistance under WIA, local public housing authority representatives, individuals including former participants, Job Corp representatives, and youth program operators. The Youth Council plans and oversees the local area comprehensive youth system under Maricopa Workforce Connections. This includes setting policy direction in creating employment opportunities and career pathways for eligible youth ages 14-21 years, whether in or out of school. Responsibilities are providing recommendations to MWC on funding, coordination of activities and services that maximize the use of available resources and continuous improvement of the quality of services. The Youth Council is advisory in nature and makes recommendations for action to the Full Board through the Executive Committee.

The Chair of the Youth Council is a member of the Executive Committee and serves a one-year term. The Youth Council Chair is appointed by the MWC Chair.

Ad hoc Task Forces. MWC Ad hoc Task Forces work on behalf of the board. All Ad hoc Task Forces meet on an as-needed basis as determined by board initiatives. These Ad hoc Task

Forces are time-limited and task-focused. Ad hoc Task Forces are advisory in nature and make recommendations for action to the Full Board and Executive Committee. Ad hoc Task Forces will assist the board by preparing policy alternatives and implications for board deliberation. Ad hoc Task Forces may speak on behalf of the board when formally given such authority for specific and time limited purposes.

The Ad hoc Task Force Chair assures the integrity of the board's support and governance. This includes: (1) leading the Ad hoc Task Force in holding the board accountable for meeting its goals and objectives; (2) facilitating Ad hoc Task Force meetings, including keeping the meeting on track and focused on results, ensuring that all members have opportunities to speak; (3) facilitating clear communication; and (4) working diligently to encourage the best and broadest participation possible from all Ad hoc Task Force members.

The Ad hoc Task Force Vice Chair works closely with the Ad hoc Task Force Chair to assure the integrity of the board's process. At the request of the Ad hoc Task Force Chair, the Vice Chair provides both support and governance. The responsibilities of the Ad hoc Task Force Vice Chair is to replace the Ad hoc Task Force Chair when the Ad hoc Task Force Chair is unable to carry out his/her duties, whether on a one-time basis (i.e., inability to attend a Ad hoc Task Force, Full Board or Executive Committee meeting) or for the remainder of his/her term of service.

Each Ad hoc Task Force will have the capacity to select and nominate a committee member for the Vice Chair officer position to be voted on by the Ad hoc Task Force as an action item.

### **Article VII** **Officers**

#### **Section 1: Presiding Officer**

The presiding officer of the LWIB shall be called the Chair. The LWIB Chair will be elected by a simple majority vote at a regular or special meeting of the LWIB with a quorum present.

The Officers of MWC is comprised of: (1) Chair; (2) Chair-Elect; and (3) Vice Chair. The term of office for each officer position is one year. All officers must be members of the private sector.

Chair. The Chair assures the integrity of the board's process and represents the board to outside parties, providing both support and governance. This includes: (1) working closely with the Maricopa County Workforce Development Division Assistant Director; (2) leading the board in holding the workforce investment system accountable for meeting its goals and objectives; (3) facilitating board and Executive Committee meetings, including keeping the meeting on track and focused on results, ensuring that all members have opportunities to speak; (4) facilitating clear communication; and (5) working diligently to encourage the best and broadest participation possible from all board members. The Chair is a non-voting member of the board. However, if there is a tie, the Chair will cast the deciding vote.

Chair-Elect. The Chair-Elect works closely with the Chair to assure the integrity of the board's process. At the request of the Chair, the Chair-Elect also represents the board to outside parties, providing both support and governance. The responsibilities of the MWC Chair-Elect is to replace the Chair when the Chair is unable to carry out his/her duties, whether on a one-time basis (i.e., inability to attend a Full Board or Executive Committee meetings) or for the remainder of his/her term of service.

Vice Chair. The responsibility of the MWC Vice Chair is to provide oversight for taking minutes and keeping records and archives of the board. The Vice Chair works with the MWC Board Executive or their designee.

### **Section 5: Succession Plan**

The Full Board votes on officer and Executive Committee nominations.

Members of this committee advance to the next higher position annually or as vacancies occur: Vice-Chair to Chair Elect, Chair Elect to Chair. The immediate past Chair will serve an additional year on the Executive Committee as an At-Large member.

If any member in office cannot carry out the remainder of his/her term for any reason, the member in office that is serving directly under the vacant office shall succeed to that office for the remainder of the term of service, i.e. If the Chair-Elect resigned with six months remaining in his/her term, the officer serving as Vice Chair would automatically succeed to Chair-Elect for the next six months. If it is the Vice Chair who resigns, nominations will be requested to be voted on by the Full Board.

In the event one of the board officers do not meet or exceed expectations in his/her role according to the existing by-laws, the Full Board, excluding current officers, will select a review Ad hoc Task Force to determine and recommend action to be voted on by the Full Board. (Any Full Board member has the authority to initiate the process of a board officer recall.)

### **Article VIII** **Conflict Resolution**

It is the intent of the LWIB to resolve conflicts by consensus. In instances where consensus cannot be reached at the lowest level, and the functioning of the LWIB or one-stop system is impaired, those LWIB Members, service delivery partners, or consortium partners who are parties to the dispute shall submit to the following Dispute Resolution (complaint) Procedures, if state and/or federal laws and regulations allow:

- If the LWIB Members, service delivery partners, or consortium partners are unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted in writing to the LWIB Executive Committee within 15 days of the dispute.
- The Executive Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation; however, in all cases, the Executive Committee shall prepare a response to the complaint within 30 days.
- If the Executive Committee is unable to resolve a dispute to the satisfaction of the parties to the dispute, the complaint shall be submitted to the Chief Elected Officials, which will respond with a

decision within 45 days. The Chief Elected Officials decision shall be final and binding on all parties to the dispute.

### **Article IX** **Indemnification**

LWIB members shall be held harmless and indemnified from liability incurred due to their volunteer Board membership to the extent allowed by law, and to the extent that such indemnification is available from an active Directors' and Officers' insurance policy or from umbrella protection available through the Chief Elected Officials. Grant funds may not be used for indemnification unless it is an allowable use for the funds under the terms of the grant.

### **Article X** **Adoption and Amendments**

#### **Section 1: Adopted**

These Bylaws are hereby adopted on this \_\_\_\_\_ day of \_\_\_\_\_, 2014, and shall become effective July 1, 2014.

#### **Section 2: Amendment or Repeal**

The Bylaws may be amended or repealed in part or in whole only by a majority vote of the members at a regular or special meeting with a quorum present.

### **Article XI** **Compliance with the Law**

In execution of its business, the LWIB must comply with the WIA and regulations as well as policies and directives from the state administrative entity and the Workforce Arizona Council.

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LWIB Chairperson

Date

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CEO/Designate

Date